

Harvard
University

ADMINISTRATIVE FILE
Harvard University
X Dissertation
X McConnell, Frank E.

March 3, 1964

Mr. Frank E. McConnell
Harvard University Graduate School
of Business Administration
Box 4
Boston, Massachusetts

Dear Mr. McConnell:

This will acknowledge receipt of your letter of March 2, 1964.

It is not possible at this time for us to commit Mr. Hoffa to see you on March 16th or 17th. My only suggestion would be that you check with us nearer those dates, or, if you plan to be in Washington anyway, call Mr. Hoffa's office, STerling 3-0525, to ascertain whether he is in the Washington office.

Very truly yours,

Joseph Konowe
Administrative Assistant to
the General President

JK/alb

**STUDENT
RESEARCH**

HARVARD UNIVERSITY GRADUATE SCHOOL OF BUSINESS ADMINISTRATION
BOX 4, BOSTON, MASSACHUSETTS 02163
MANUFACTURING COURSE

Group VIII 1963-64

AUGUSTUS T. ALLEN
NED F. BAUGH
CHARLES A. BIRGSON
JAN E. FERRING
GEORGE A. C. H. MORI
JOHN W. HUMPHREY
FRANK E. McCONNELL
JOHN W. MITCHELL
JOHN W. SAUER
THOMAS J. SCOTT

March 2, 1964

Mr. James R. Hoffa
International Brotherhood of Teamsters
25 Louisiana Avenue
Washington, D.C.

Dear Mr. Hoffa:

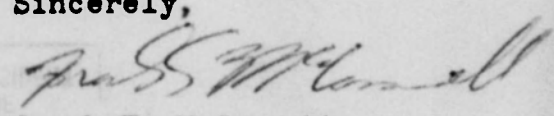
I am a member of a group of 10 second-year students at the Harvard Business School. As a part of the requirements of our Manufacturing course taught by Professor Georges Doriot, we have selected a research report related to the mental health of employees in U.S. industry.

In this report we are attempting to examine the problems involved in caring for employee emotional health from the point-of-view of businessmen. To develop our thinking on this subject we are analyzing opinions of psychiatrists, psychologists, physicians, unions, community clinics, and the federal government, as well as opinions of businessmen. We are exploring the question of responsibility for mental health from both the moral and legal point-of-view. We hope to determine existing trends, and be able to recommend to businessmen some alternative methods of dealing with this problem depending upon the resources and needs of his particular company.

In your position as head of the Teamsters Union, you are obviously particularly well qualified to represent the views of a major segment of labor. Consequently, we are most interested in learning your views on all facets of labor policy and activity related to our report. If convenient for you, we would like to talk with you on March 16th or 17th when two of us will be in Washington.

I shall look forward to hearing from you.

Sincerely,


Frank E. McConnell

Student reports on their research activities are part of the program for the degree of Master in Business Administration.

HARVARD UNIVERSITY
TRADE UNION PROGRAM

JOSEPH P. O'DONNELL
Executive Director

SOLDIERS FIELD
BOSTON 63, MASSACHUSETTS
December 1, 1963

Advisory Committee

HONORABLE ARTHUR J. GOLDBERG
GEORGE MEANY
DAVID L. COLE
HAROLD C. CROTTY
PATRICK E. GORMAN
GEORGE M. HARRISON
A. J. HAYES
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JOHN E. MASA
LEE W. MINTON
JACOB S. POTOPSKY
WALTER P. REUTHER
HUNTER P. WHARTON
ARNOLD S. ZANDER

Mr. Harold Gibbons
Int'l. Brotherhood of Teamsters
Washington 1, D.C.

Dear Sir and Brother:

We wish to announce that the Thirty-fifth Session of the Harvard University Trade Union Program will begin on February 19 and will continue until May 15, 1964.

As in the past, major emphasis will be on administrative training for responsible labor leadership. The courses in the Program deal with actual policy questions, problems and decisions which confront the union leader in the discharge of his responsibilities. Working through the "case method," the students gain practical insights into union problems, while sharing the benefits of their varying backgrounds and experience.

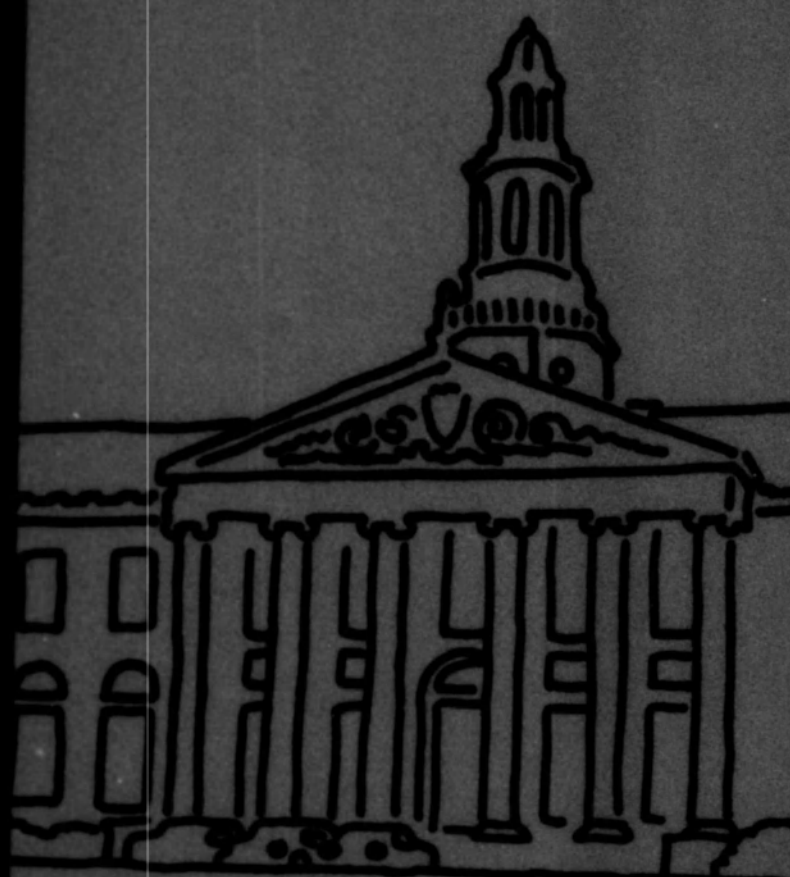
I am enclosing a copy of the current bulletin outlining the details of the Program. If you desire additional information, I will be pleased to hear from you.

Hoping that it will be possible for your organization to participate in the Trade Union Program, and with best wishes, I am,

Sincerely and fraternally yours,

Joseph P. O'Donnell

w
enc.



**HARVARD UNIVERSITY
TRADE UNION PROGRAM
1963-1964**

SPONSORED BY
THE COOPERATING LABOR ORGANIZATIONS
THE FITZGERALD SCHOOL OF PUBLIC ADMINISTRATION
THE GRADUATE SCHOOL OF BUSINESS ADMINISTRATION
THE DEPARTMENT OF ECONOMICS
LAW SCHOOL OF HARVARD UNIVERSITY

Thirty-Fourth Session
September 11 to December 6, 1963
Thirty-Fifth Session
February 19 to May 15, 1964

TRADE UNION PROGRAM ADVISORY COMMITTEE

HONORABLE ARTHUR J. GOLDBERG
Associate Justice, U.S. Supreme Court
GEORGE MEANY
President, AFL-CIO
DAVID L. COLE
Arbitrator, Attorney
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President, Brotherhood of Maintenance of Way Employees
PATRICK E. GORMAN
Secretary-Treasurer, Amalgamated Meat Cutters and Butcher Workmen
GEORGE M. HARRISON
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President, United Steelworkers of America
JOHN E. MARA
President, Boot and Shoe Workers Union
LEE W. MINTON
President, Glass Bottle Blowers Association
JACOB S. POTOFER
President, Amalgamated Clothing Workers of America
WALTER P. REUTHER
President, United Automobile Workers of America
HUNTER P. WHARTON
President, International Union Operating Engineers
ARNOLD S. ZANDER
President, American Federation of State, County and Municipal Employees

Cover design by courtesy of ARNE O. CRONIN

Trade Union Program

Labor organizations have acquired wide recognition and great influence in modern society. The officers and leaders of unions at each level in the structure of their organizations are required to assume large responsibilities. Union members expect the internal affairs of their organizations to be managed competently, collective bargaining agreements to be administered intelligently, and community and public relations to be maintained on a constructive basis.

The Harvard University Trade Union Program is designed to provide training for executive and administrative responsibilities and to enable union officers to play more important and useful roles in the labor movement and the community in general. The courses deal with actual policy questions, problems, and decisions which confront the union leader in the discharge of his responsibilities. Attention is directed to organizing activities, negotiation and administration of agreements, presentation of problems to government agencies and arbitrators, relations with the community, and similar problems.

The extensive library and research facilities, together with the teaching skills of the Faculty are available to representatives of trade unions just as they are to representatives of business or other groups. Briefly stated, the Trade Union Program is an attempt to extend to the trade unions the same basic type of training for administrative responsibility which the University has long made available to men in the public civil service and those entering business administration. The emphasis of the entire program is upon the importance of responsible labor leadership.

The Thirty-Fourth Session will begin on September 11, 1963, and will continue until December 5, 1963. The Thirty-Fifth Session will start on February 19, 1964, and will continue until May 15, 1964. Two brief vacation periods will be announced at the beginning of each session.

No specific educational qualifications have been established. Some of the participating students have not completed grade school; a few have completed college and graduate school courses. The University is primarily interested in having the trade unions send men of intelligence and practical experience who are devoted to the labor movement and who expect to spend their careers in its service. The best test of a representative's qualifications for enrollment is a record of successful experience in the labor movement.

HISTORY OF THE PROGRAM

The Trade Union Program is now entering its twenty-first year. It was undertaken at the suggestion of union officials who felt there was a need for this type of training with particular emphasis on administrative responsibilities in the unions. After consultation with trade union representatives throughout the country and with the officers of Harvard University, the first class entered in September 1942. At the outset, a nine month course was offered, but on request of many of the unions this was eventually reduced to the present thirteen week intensive course. The shorter period is more adaptable to union representatives who cannot be spared from their duties for a full academic year.

Since the Program began in 1942, 545 representatives of American and overseas unions have attended. The average age of a Trade Union student is 36. The age range of a typical class is from 25 to 55 years.

Representatives who have enrolled in the Program have included International Vice Presidents, General and Special Organizers; International, Regional, State and District Representatives; Executive Board Members, Staff Representatives, including Business Agents, Chairmen, Committeemen, Auditors, Editors, Legislative Agents, Managers and Stewards.

METHODS OF INSTRUCTION

The total resources of the University are made available in this Program. Use is made both of special research studies conducted by members of the Faculty and of case studies collected from specific union organizations.

Case studies are descriptions of real trade union situations which representatives are facing at the present time. These cases are obtained by members of the Faculty and their research assistants directly from labor, business or government administrators and are presented for class discussion. The classroom discussion largely displaces the lecture as a means for the presentation of useful generalizations. The development of thought under the case system is from the particular situation to the broader generalization. A distinguishing characteristic which makes the case system an effective instrument of teaching is the fact that it arouses the interest of the student through its realistic flavor. It also makes him an active rather than a passive participant in the instruction from which he learns to analyze and think systematically on union problems.

Another benefit of the case system is that problems properly presented furnish an opportunity for the student to acquire a broad acquaintance with both technical and general information about diverse problems of labor, not by the study of dissociated facts but as an incident in the intellectual process of working out decisions. This easy and natural way of acquiring information is wholly consistent with the more important task of training the mind to analyze and reach decisions. Working with such cases, the participants are assured of a practical approach to union problems, and at the same time through the medium of the class discussion, they share with one another the benefits of their varying backgrounds and experience.

In addition to the formal classroom approach, the Faculty encourages and stimulates informal discussion and preparation of class materials in meetings outside the class, usually in the Trade Union Lounge. These meetings are a vital and integral part of the Program and contribute immeasurably to the educational process.

The mid-morning coffee break, informal luncheons and other meetings of the group with individual members of the teaching staff and the small after class "bull sessions" provide additional opportunity for the exchange of ideas.

OUTLINE OF COURSES

A schedule of hours for each course is provided at the time of registration. Nearly all the subjects are prepared especially for the trade

union representatives and are taken by them alone; however some courses are taken with other students in the University.

The Faculty includes men with current experience, special training and knowledge in the field of labor, industry, arbitration, law, and government, as well as regular Faculty members of the University.

The formal study program is divided about equally among the following subjects:

- (1) Problems in Labor Relations
- (2) Economic Analysis
- (3) Labor Law and Arbitration
- (4) Trade Union Administration
- (5) Wage Administration and Benefit Programs
- (6) American Labor History and International Labor Affairs
- (7) Public Speaking and Parliamentary Procedure
- (8) Collective Bargaining Seminar

Problems in Labor Relations

Emphasis is placed in this course on the proper orientation of company and union officials for the sound adaptation of management-union policies and procedures to the situations that are met in the negotiation and administration of union agreements.

Negotiation is explored as a form of administration embracing strategy, tactics and skills in the use of power and counterpower so as to achieve desirable patterns of relationships as well as to formulate workable contract provisions.

Once negotiated, an agreement is conceived as a system of jurisprudence effectively administered only as the work community is understood in all its complexities as a system of human relationships.

Economic Analysis

This course is designed to introduce the student to the basic concepts and methods of economic analysis. Particular attention is given

to the determination, composition and distribution of the national income and product, economic fluctuation and growth, the role of fiscal policy and the economic consequences of collective bargaining.

Reference is also made to statistical techniques and standard measurements of economic activity.

Labor Law and Arbitration

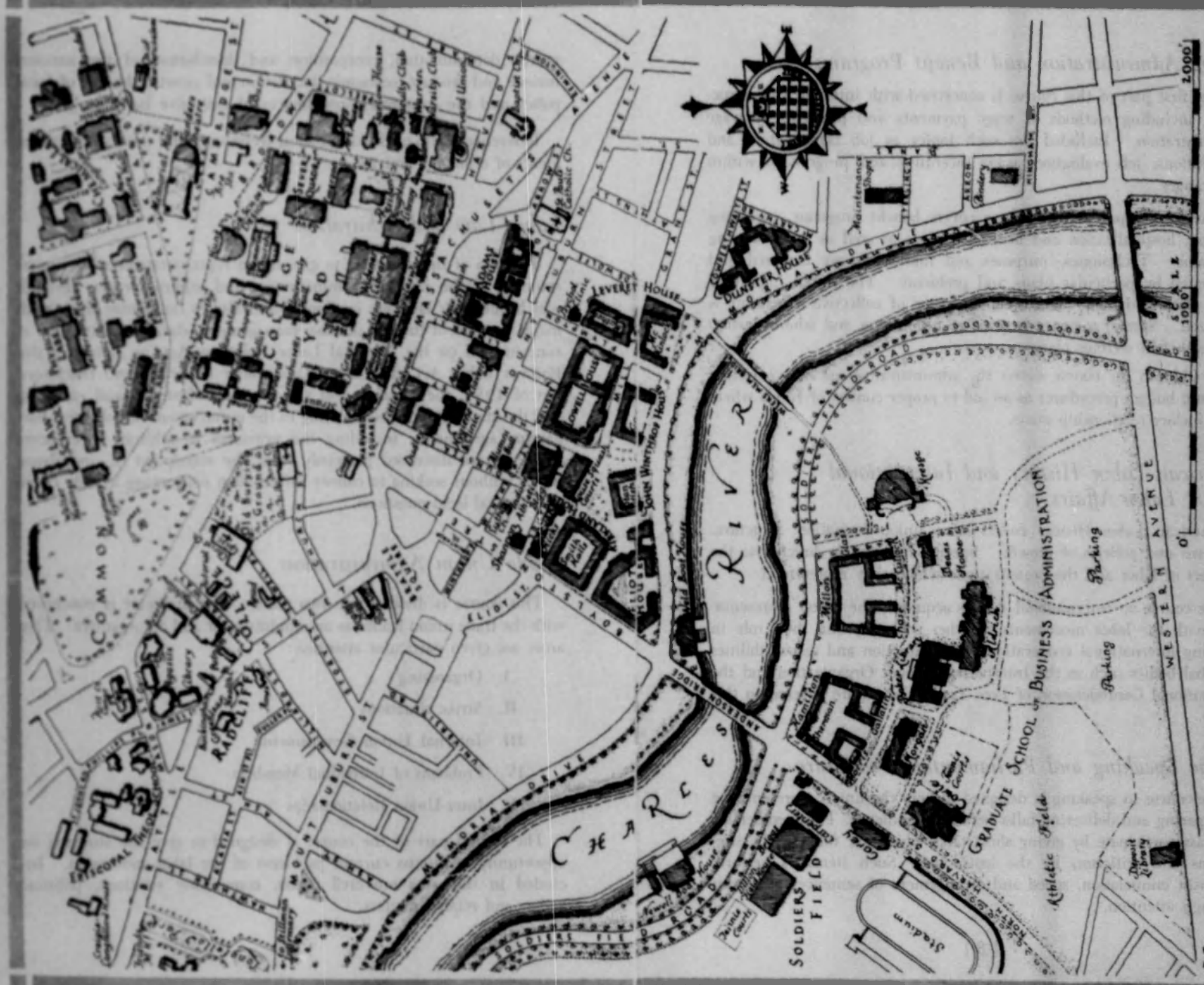
The aim of this course is to give union representatives some understanding of the judicial, administrative and arbitral process through which our labor laws are conducted and also to familiarize them with major portions of the law of labor management relations. Attention is concentrated on the National Labor Relations Act, as amended, the Railway Labor Act, the Labor-Management Reporting and Disclosure Act of 1959, the common and statutory law of strikes and picketing and the statutes and cases relating to the enforcement of collective bargaining agreements, including the provision to arbitrate grievances. Problems are discussed primarily from the standpoint of underlying policy without seeking to convey information concerning a wide range of technical legal questions.

Trade Union Administration

This course is divided into two parts. The first part is concerned with the trade union leader as an administrator and an organizer. Five areas are given particular attention:

- I. Organizing
- II. Strike situations
- III. Internal Union Government
- IV. Problems of Individual Members
- V. Inter Union Relationships

The second part of the course is designed to give the students an opportunity to discuss current problems of the labor movement. Included in this area are civil rights, community relations, political action and related matters.



HARVARD UNIVERSITY GRADUATE SCHOOL OF BUSINESS ADMINISTRATION

Wage Administration and Benefit Programs

The first part of this course is concerned with internal wage structures, including methods of wage payments and problems of wage administration. Included are such topics as job classification and descriptions, job evaluation, wage incentives and progression within rate ranges.

The second part of the course covers benefit programs, including pension, hospitalization and insurance plans as well as profit sharing programs. Techniques, purposes and limitations are explored and illustrated by particular plans and problems. The initial impact of these plans and their effect upon the scope of collective bargaining is analyzed. Special coverage is given to negotiation and administration of health and welfare plans.

In addition the course covers the administrative use of accounting data and budget procedures as an aid to proper control of funds where the fiduciary relationship exists.

American Labor History and International Labor Affairs

American Labor History covers labor union formation, structure, problems and policies of growth. Special attention is directed to the pioneers of labor and the organizations which they represented.

The course on International Affairs acquaints the union representatives with the labor movements of other countries and their role in fostering international cooperation. The function and responsibilities of global bodies such as the International Labor Organization and the International Confederation of Free Trade Unions are covered in this course.

Public Speaking and Parliamentary Procedure

The course in speaking is designed to help the union representative in preparing and delivering talks before an audience. The members of the class participate by giving short talks which are followed by suggestions and criticisms by the instructor. Such items as gesture, emphasis, enunciation, speed and arrangement of sentences are given thorough attention.

The purpose of the course on parliamentary procedure is to acquaint each member with the fundamental rules of order. The motions most frequently used are discussed and put into practice during the class sessions. Each student is given an opportunity to conduct a meeting while other class members sit in as meeting members. The practical usage of this subject is stressed.

Collective Bargaining Seminar

Professors John T. Dunlop, Thomas Kennedy and Derek Bok conduct a weekly afternoon seminar where the members of the Trade Union Program meet and hear a speaker prominent in the field of industrial relations. Students and Faculty from the Graduate School of Public Administration, the Department of Economics and members of the Advanced Management Program also attend the seminars. A dinner and an informal discussion period follow. Union leaders, business representatives, government officials and other authorities in the field have been guest speakers.

EXPENSES

As a general rule, the trade union which sends the representative pays his expenses and other charges of the program. Some unions have chosen to provide a fixed allowance to cover basic living costs. Other unions have continued to pay the regular salary and expense allowance of their representatives during their residence at Harvard.

Tuition for the course is \$750, plus a medical fee of approximately \$27.00. Living accommodations are available in the School dormitories. The room fees for the thirteen week period vary, but the price averages approximately \$170 per person. An allowance of \$75 to \$100 normally covers all books required for the course.

Accommodations in the buildings are suites, consisting of living room, bedroom, and bath, the majority of which are designed for two occupants. The rooms are furnished and linen is provided. Charges include heat, light, and maid service.

Students in the Trade Union Program may take all their meals at Kresge Hall on the Business School grounds. Some may prefer to take

their evening meal at restaurants in Boston or Cambridge. Total costs of meals vary according to individual preferences, but \$300 should be considered a minimum in this regard.

In summary, the basic expenses, including tuition, for each student are approximately \$1300. Consideration should be given to the matter of transportation to and from Cambridge, Massachusetts, together with laundry, recreation and incidental expenses.

ALUMNI

Representatives from the following unions in the United States have been students in the Trade Union Program:

Aluminium Workers International Union
American Federation of Labor and Congress of Industrial Unions,
Direct Representatives
Automobile Workers of America, United
Bakery and Confectionery Workers' International Union of America
Boilermakers, Iron Shipbuilders and Helpers of America, International Brotherhood of
Bookbinders, International Brotherhood of
Boot and Shoe Workers' Union
Brewery, Flour, Cereal, Soft Drink and Distillery Workers; International Union of United
Building Service Employees' International Union
Carpenters and Joiners, United Brotherhood of
Chemical Workers' International Union
Electrical Workers, International Brotherhood of
Electrical Radio and Machine Workers' Union, International Union of
Engineers, American Federation of Technical
Engineers, International Union of Operating
Fire Fighters, International Association of
Glass Bottle Blowers Association
Hatters, Cap, and Millinery Workers' Union, United
Heat & Frost Insulators and Asbestos Workers, International Association of
Hod Carriers, Building and Common Laborers' Union of America, International
Hosiery Workers, American Federation of
Hotel and Restaurant Employees and Bartenders International Union

Iron Workers, International Association of Bridge, Structural and Ornamental
 Ladies' Garment Workers Union, International
 Machinists, International Association of
 Maintenance of Way Employees, Brotherhood of
 Meat Cutters and Butcher Workmen of North America, Amalgamated
 Molders and Foundry Workers' Union of North America, International
 Musicians, American Federation of
 Office Employees' International Union
 Painters, Decorators and Paperhangers of America, Brotherhood of
 Paper Makers, International Brotherhood of
 Plumbing and Pipefitting Industry of U. S. and Canada; United Association of Journeymen and Apprentices of
 Post Office Clerks, National Federation of
 Post Office Motor Vehicle Employees, National Federation of
 Printing Pressmen and Assistants' Union of North America, International
 Railroad Signalmen, Brotherhood of
 Railroad Trainmen, Brotherhood of
 Railway and Steamship Clerks, Freight Handlers, Express and Station Employees, Brotherhood of
 Railway Carmen, Brotherhood of
 Railway Conductors and Brakemen, Order of
 Retail Clerks' International Association
 Rubber, Cork, Linoleum and Plastic Workers of America, United
 Sleeping Car Porters, Brotherhood of
 State, County and Municipal Employees, American Federation of
 Steelworkers of America, United
 Street, Electric Railway and Motor Coach Employees, Amalgamated Association of
 Teachers, American Federation of
 Teamsters, International Brotherhood of
 Textile Workers, United of America
 Textile Workers' Union of America
 Transport Service Employees of America, United
 Typographical Union, International
 Utility Workers Union of America

OVERSEAS PARTICIPATION

Through the cooperation of the Agency for International Development and the U. S. Departments of Labor and State, the following countries have sponsored the attendance of union representatives in the Program:

| | | |
|---------------|-------------|-----------------------|
| AUSTRIA | ISRAEL | PHILIPPINE ISLANDS |
| BELGIUM | ITALY | RHODESIA |
| BURMA | JAPAN | SIERRA LEONE |
| CANADA | KENYA | SOUTH VIETNAM |
| DENMARK | KOREA | SWEDEN |
| FRANCE | MALAYA | SWITZERLAND |
| GERMANY | MEXICO | TANGANYIKA |
| GREAT BRITAIN | NETHERLANDS | THAILAND |
| GREECE | NICARAGUA | UGANDA |
| ICELAND | NIGERIA | UNION OF SOUTH AFRICA |
| INDIA | NORWAY | VENEZUELA |
| IRELAND | PERU | WEST INDIES |

In addition, because of the Program's interest in international affairs, overseas Trade Unionists, individually or in teams, visit the school periodically under the auspices of the Departments of Labor and State. These visitors meet with the members of the Trade Union Program and often spend several days on the campus.

APPLICATIONS

Applications for the Program should be addressed to Joseph P. O'Donnell, Executive Director, Trade Union Program, Sherman Hall, Harvard University, Soldiers Field, Boston 63, Massachusetts. Requests for additional information will be given every attention.

Unions in the United States should file applications approximately one month before the beginning of the fall and spring programs.

A few scholarships in a limited amount are available to representatives of unions that are not in a position to assume all the expense in connection with participation in the Program. In cases where Scholarships are granted, the sponsoring labor organization is expected to cover at least a portion of the total costs. Further information concerning these scholarships can be secured by writing directly to the Executive Director of the Trade Union Program.

LABOR-MANAGEMENT RELATIONS CLUB

THE GRADUATE SCHOOL OF BUSINESS ADMINISTRATION
HARVARD UNIVERSITY - SOLDIER FIELD
BOSTON 63, MASSACHUSETTS

Hold for file
dedicated to fostering a greater interest
and understanding of current problems and
attitudes in the area of labor-management
relations. . . .

- Club Constitution

September 9, 1963

Mr. James R. Heffe
General President International Brotherhood of Teamsters
25 Louisiana Ave. N.W.
Washington 1, D.C.

ADMINISTRATIVE FILE

Harvard University

Administration

X Quinn, St. George Tucker III

Dear Mr. Heffe,

Your inability to open our program is most unfortunate for us. Would there be any possible chance that you could come up just for the afternoon and address us? We are most anxious to have you open and set the keynote for our program.

This failing, could you consider a later date? If so, please know that we would be delighted to have you come.

Very truly yours,

St. George Tucker Quinn III
St. George Tucker Quinn III
President

ADMINISTRATIVE FILE

Howard University
Invitation
Grinnan, St. George Tucker III

August 28, 1963

Mr. St. George Tucker Grinnan III
41 Monument Square
Charlestown 29, Mass.

Dear Mr. Grinnan:

I am in receipt of your letter dated August 20 and regret to advise you that I am unable to accept the invitation to address your group.

When I previously received your letter I had thought I would have some free time during the first week of October, but since then I am advised by my attorneys that I must prepare for my trial in Nashville which begins on October 14. Therefore, I am not in any position to accept your invitation at this time.

Very truly yours,

James R. Hoffa
General President

JRH/yh

LABOR-MANAGEMENT RELATIONS CLUB

THE GRADUATE SCHOOL OF BUSINESS ADMINISTRATION
HARVARD UNIVERSITY • SOLDIERS FIELD
BOSTON 63, MASSACHUSETTS

Upki
"... dedicated to fostering a greater interest
and understanding of current problems and
attitudes in the area of labor-management
relations..."
— Club Constitution

August 20, 1963

Mr. James R. Hoffa
General President
International Brotherhood of Teamsters
25 Louisiana Ave., N.W.
Washington 1, D.C.

Dear Mr. Hoffa,

Thank you for your prompt reply advising us of the possibility of your accepting a date during the first week in October. Such a time would be ideal for us. The school has said that the following dates are tentatively available: October 1-4, 7-8, 10. Any one of these dates are appropriate for the Club. Usually a date towards the beginning of the week is more compatible with the students' workload. The dates have been offered "tentatively" by the school because the school is reluctant to allocate time unless a date suitable to the speaker has been selected. I will confirm any time suitable to you with the school.

We are excited at the possibility of having you as our opening speaker. We do hope that you can address the Club.

Very truly yours,

St. George Tucker Grinnon III
St. George Tucker Grinnon III
Summer Address:
41 Monument Square
Charlestown 29, Mass.

ADMINISTRATIVE FILE ✓

Labor-Management

Relations Club

X Invitation

X Grinnan, St. George Tucker III

August 8, 1963

Mr. St. George Tucker Grinnan III
41 Monument Sq.
Charlestown 29, Mass.

Dear Mr. Grinnan:

Thank you for your kind invitation to address the
first meeting of the Labor-Management Relations Club.

Unfortunately, I am scheduled for the last two
weeks of September, and therefore, cannot accept your
invitation. It may be possible for me to accept a date
during the first week of October.

Very truly yours,

James R. Hoffa
General President

JRH/yb

LALOR-MANAGEMENT RELATIONS CLUB

THE GRADUATE SCHOOL OF BUSINESS ADMINISTRATION
HARVARD UNIVERSITY • SOLDIERS FIELD

BOSTON 63, MASSACHUSETTS

convenient mailing address:

St. George Tucker Grinnam III
41 Massachusetts Sq.
Charlestown 29, Mass.

"... dedicated to fostering a greater interest
and understanding of current problems and
attitudes in the area of labor-management
relations..."

— Club Constitution

August 6, 1963

James R. Haffe, General President
International Brotherhood of Teamsters
25 Louisiana Ave. N.W.
Washington 1, D.C.

Dear Mr. Haffe,

I would like to invite you to address
the first meeting of the Labor-Management
Relations Club. While realizing the many
demands on your time we would like to have
you come sometime during the last two weeks
of September, if possible.

As you may know from your previous trips
to the Business School, our program usually
consists of a talk, approximately three-
quarters of an hour in length, followed by
a question and answer period. We then ad-
just for cocktails and an informal dinner.
4:00 P.M. is the exact time of the talk.

I am at a loss as to how to persuade
you to visit us. Considering as we are with
the role of the international union leader
in the present government-business conflict,
we could imagine as more appropriate and
enjoyable a speaker as this role than you.

Sincerely,

St. George Tucker Grinnam III
St. George Tucker Grinnam III
President

ADMINISTRATIVE FILE

Harvard University
X David Stein
X Soane, Paul E.

August 20, 1963

Mr. Paul E. Soane, Vice President
The Century Club of the
Harvard Business School
51 Carey Avenue, Apartment 3
Watertown, Massachusetts 02172

Dear Mr. Soane:

This is in reply to your letter of August 15, 1963, addressed to General President James R. Hoffa, inviting him to address the Century Club of the Harvard Business School sometime between the months of September and April.

I regret to inform you that we are unable to commit President Hoffa at the present time because he is going on trial in Nashville, Tennessee, on the morning of October 14, 1963.

I would suggest that you contact this office sometime in January 1964. I am sure that we would then be in a position to arrange for Mr. Hoffa to address your group.

Very truly yours,

L. M. Steinberg
Personal Representative
to the General President

LMS:ao's

THE CENTURY CLUB
OF THE
HARVARD BUSINESS SCHOOL

SOLDIERS FIELD
BOSTON 63, MASS.

51 Carey Ave., #3,
Watertown, Mass. 02172

August 15th, 1963.

Mr. James R. Hoffa,
International Brotherhood of Teamsters,
25 Louisiana Avenue N.W.,
Washington, D.C.

Dear Mr. Hoffa:

It is my sincere pleasure to extend to you an invitation to address the Century Club of the Harvard Business School.

The Century Club, founded in 1933, is a group of about 30 honor students in their second year of M.B.A. studies who are selected on the basis of their breadth of interest and leadership qualities as well as for academic performance. The organization's purpose is to foster additional growth for its members through contact and discussion with individuals distinguished in non-business fields.

In contrast with other professional clubs here, the meetings of the Century Club are off-the-record, guests are not reported in the campus press and attendance at meetings is limited to club members and their wives.

The small size of the club and the informal atmosphere of meetings has in the past engendered stimulating and profitable discussions beyond the usual business school fare. We are sure that an address by you on some aspect of labor-management or labor-government relations would be a rewarding experience for our members.

Although we realize that your time is limited, we are extending this invitation for an afternoon or evening meeting at your convenience, in the hope that you will be in Boston sometime between September and April.

Sincerely yours,

Paul E. Soane

Paul E. Soane
Vice-President.

**STUDENT
RESEARCH**

HARVARD UNIVERSITY GRADUATE SCHOOL OF BUSINESS ADMINISTRATION

35 Copeland Street
Watertown, Massachusetts
January 16, 1963

Mr. Harold J. Gibbons
Executive Vice-President
International Brotherhood of Teamsters
25 Louisiana Avenue, N. W.
Washington, D. C.

ADMINISTRATIVE FILE

Harvard Univ.
X
X

Dear Mr. Gibbons:

The members of our Harvard Business School research group wish to thank you for your kindness during our visit of January 10. You have given us useful information for our study, "New Approaches to Collective Bargaining", and valuable background material that will broaden our perspective. Your help is sincerely appreciated.

Sincerely,

Robert G. Marbut

Robert G. Marbut
(For the members of Manufacturing Group #3)

Mr. Gibbons
ADMINISTRATIVE FILE

Harvard Univ.
X Invitation
X Marbut, Robert G.

17 December 1962

Mr. Robert G. Marbut
33 Copeland Street
Watertown, Massachusetts

Dear Mr. Marbut:

Re your letter of December 11, 1962. I regret that I cannot make an appointment with your group at either of the periods indicated in your letter.

However, my Executive Vice President, Harold J. Gibbons will be available to meet with your group at your convenience.

Yours truly,

James R. Hoffa
General President

JRH:gv
JK

Stein
35 Copeland Street
Watertown, Massachusetts
December 11, 1962

Mr. James R. Hoffa
President, International Brotherhood of Teamsters
Washington, D. C.

Dear Mr. Hoffa:

I am writing to request if a small group of second-year Harvard Business School students could have an interview at your convenience either during the period December 19-21 or at some date in early January.

Our group is making a year-long study in the area of collective bargaining under the direction of Professor James Healy as part of the Manufacturing course, taught by General Georges Doriot. We are particularly interested in the new approaches to collective bargaining that have emerged in recent years such as the steel industry's Human Relations Committee. Attached is a detailed explanation of our objectives and approach.

We are interviewing key labor and management representatives of selected industries as well as leading neutrals and Federal Government officials. We would particularly like to discuss the following questions with you:

1. The effectiveness of collective bargaining as it exists today.
2. The future course of collective bargaining.
3. The role that government should play in collective bargaining.
4. Your evaluation of the new approaches to collective bargaining, such as the Human Relations Committee.

We know that you will undoubtedly have a tight schedule during the holiday season, but if it is possible to "fit us in", three or four members of our group will be in Washington during the period December 19-21. If you are unable to see us at this time, would an interview be possible sometime during the first week of January?

Sincerely yours,

Robert G. Marbut

Robert G. Marbut

(For the members of Manufacturing Group #3)

Encl: Prospectus

cc: Professor James Healy

NEW APPROACHES TO COLLECTIVE BARGAINING

Topic Report Prospectus for the Manufacturing Course
Harvard Graduate School of Business Administration

Preface

The idea for this report has grown out of brain storming sessions of eleven men seeking a subject that will be of future importance to American business and labor. It has been refined by discussion with leaders in the field of labor-management relations, background reading, and discussion among ourselves. At the outset we believe it is necessary to point out several concepts that underly our approach to this subject.

We believe in the system of collective bargaining as an integral part of the relationship of those industries that deal with organized labor. However, in recent times the orthodox approach to collective bargaining has been to arrive at long term agreements after relatively short (two to three months) negotiations that had been conducted in a crisis atmosphere just prior to the contract expiration date. This has resulted in many hasty and ill-conceived settlements and, in addition, the unnecessary and costly use of the strike and the lockout. We seek to find new ways to supplement collective bargaining that will improve the quality of the settlement reached and reduce the need for these drastic measures.

General Area of the Study

Although management has been dealing with organized labor for many years, the great union organizing drives of the 1930's, coupled with the passage of the Norris-LaGuardia Act in 1932 and the Wagner Act in 1935, have led to the establishment of collective bargaining as a national institution. Collective bargaining has undergone many changes since its inception, and leaders in the field of industrial relations see new pressures upon this decision-making process which threaten to render the orthodox approach even less effective. Among the more important pressures are:

1. The rapid pace of technological change. Problems of automation have added a new complexity to the traditional bargaining issues of wages, hours and conditions of work.
2. The wider range and implication of bargaining issues. As management and union attitudes have become less militant, union security has ceased to be a major issue in most bargaining. The parties have progressed to more complex problems such as subcontracting, supervisory work, supplementary benefits, etc.
3. The increased role of the federal Government. The government exerts pressure in two ways. First, as bargaining units have become larger, the decisions reached have increasingly affected the "public welfare," particularly with regard to inflation and the defense effort. The Federal Government has, therefore, taken a strong hand in settling disputes before they reach the "crisis" stage. Second, the government is now a much more important consumer and, therefore, has taken a more immediate interest in the results of collective bargaining as it affects purchase contracts. The government seeks stability in a firm, reliability to meet the contract, and an equitable cost structure.

4. The growth of foreign competition. U.S. industry faces increasing price competition which forces both the union and management to consider decreasing costs of production or risk severe financial decline.

These pressures on our economy and on particular industries make more urgent the search for means to settle disputes. "Such vexing issues as automation, inflation and foreign competition cannot be handled under the whip of strike deadlines and the other traditional concomitants of contract negotiation," is the way A. H. Raskin (New York Times, February, 1961) describes the collective bargaining problems facing the new frontier. Yet, authorities agree that most parties are still groping for satisfactory solutions. Many of our industries are so concerned with the "national interests" that even a slight interruption in their production processes is considered to have catastrophic consequences on our economy. Parties are beset by public and governmental cries to avoid shutdowns at any cost. Creative thinking must be applied NOW to preserve free collective bargaining as the basis of labor-management relations, or some form of increased governmental control will undoubtedly result.

Professor George Hildebrand of Cornell University has summed up the problem as follows, "Times are becoming increasingly arduous for the conduct of labor-management relations under the free institutions of collective bargaining, and something is lacking that prevents those institutions from working with full effectiveness in the public interest. Accordingly, the reasoning goes, the need exists for devices to supplement, not to supplant, our present bargaining system."

Various devices have been tried in an effort to fill this need and have gained some measure of success in certain industries. Some have been highly publicized while others remain relatively unknown. There is little correlation between the publicity and success. It is interesting to note that most of these devices have grown out of a crisis in the industry or company.

The approach which perhaps give most promise of filling the need expressed by so many is the extra-bargaining concept -- union and management representatives agree to virtually continuous study of specific issues during the life of the contract in an atmosphere devoid of urgency. This allows time for thorough and rational evaluation and settlement, if possible, of complex issues far in advance of contract negotiations.

Several companies or industries are now using this concept. Perhaps the oldest example in the United States is the continuous negotiation experience of Hart, Schaffner, and Marx. Beginning in 1911 as an effort to increase the effectiveness of arbitration procedures, these continuous negotiations expanded into the areas of the collective bargaining system. Similar efforts have been adopted by many other firms in the clothing industry. Swedish collective bargaining also has been influenced by continuous negotiations on difficult issues. The New Look at International Harvester is a more recent example. Here the establishment of a committee has improved the bargaining process as well as the administration of the contract. A backlog of over 8,000 grievances was settled within months of the adoption of the committee. In view of this success the scope of the committee was broadened to new issues. Several

airline companies avoided the necessity for government imposed mediation by using another approach to supplementing collective bargaining on problems encountered in the mid 1950's.

The Human Relations Research Committee and the Kaiser Long Range Planning Committee, two quite different organizations in the same industry, generally have been successful, and their impact was significant in the 1962 negotiations. Both of the chief spokesmen for the parties to the 1962 steel negotiations, David McDonald and R. Conrad Cooper, credit the work of the Human Relations Research Committee for making the 1962 settlement the most constructive in the history of steel negotiations. As a result, eight controversial issues have been assigned to the committee for further study. The Kaiser committee has also been given new authority and responsibility for further discussions.

Some efforts in these areas have not met with approval. There have been instances of distrust or criticism. Some persons have pointed out that there is a danger that management and union representatives may leave all the work to neutral members of a three-party board. Others say that the government selection of public members is a threat to the free and voluntary nature of the bargaining process. However, Professor Neil Chamberlain, speaking of one form of supplementing collective bargaining, said, "If the function of a neutral consultant in long-term joint planning is no panacea, at least it is one which looks to the future and carries some hope for an improved relationship. If not it, then something like it needs to be attempted."

The institution of collective bargaining has become relatively ineffective in recent years due to the pressures enumerated above. A continuation of this trend could result in the complete deterioration of collective bargaining unless new and creative efforts are made by all parties concerned. One cannot look at the cited examples of imaginative efforts designed to supplement collective bargaining without feeling that there is hope that the institution of free collective bargaining can be preserved. Such a feeling motivates our undertaking.

Objectives of the Study

General

1. To make a useful contribution in an area that promises in the future to be a significant influence both on American labor and business, and, indeed, on American society in general.
2. To produce a report that is expository, convincing, and stimulating -- expository in that it will report on the history of significant examples of labor and management efforts to deal with the pressures on their collective bargaining system; convincing in that it will outline the dangers of accepting the status quo until the pressures have usurped the freedom of collective bargaining and forced intervention by outside authority; and stimulating in that it will seek to motivate labor, management, and the public to be imaginative and creative in making collective bargaining more effective.

3. To disseminate our findings as widely as possible, particularly to labor and management members of the business community. Although there have been several articles written on the subject of extra-bargaining committees, no one has analyzed in depth the use of this concept. A more comprehensive study appears in order. Our group would seek to compile the available information and make an analysis of what it means, listing specific recommendations for consideration by labor, management, the government, educators, and the general public. Because of the impact that this concept could have on the future of collective bargaining, we will strive to publish the report.

Specific

1. To be objective in the collection of data and the formulation of conclusions.
2. To study the attitudes of labor, management and government authorities in the labor relations field toward the extra-bargaining concept.
3. To study the most promising methods employed to supplement and improve collective bargaining, specifically seeking to determine:
 - a. The effectiveness in specific cases.
 - b. The applicability to situations in other companies and industries.
 - c. The key elements of these approaches that were instrumental for success.
 - d. The method of operation, their organization, scope and authority.
 - e. The problems encountered and how they were solved.
4. To draw conclusions as to what new techniques have been most effective in the past and promise to be in the future.
5. To make specific recommendations designed to allow labor and management to better meet the pressures of technological change, government intervention, foreign competition, and the increasing complexity of issues within the framework of collective bargaining.

Approach

The general plan of approach is to utilize original or field research rather than to restate what has been written thus far. We expect that most of our data will come from interviews which will be conducted in teams. Specifically our approach will be:

1. Review the history of collective bargaining and research the literature in the field to provide background for field research.
2. Discuss our project with authorities in the field of labor relations to determine precisely what information will provide the most useful contrasts for case study, and how best we might conduct our interviews.

- 5 -

3. Conduct a series of interviews with various members of labor and management in selected companies now using the concept of continuous negotiations and to conduct similar interviews with neutrals involved in these negotiations. We will also talk to top management and union officials who have not adopted this device to determine their attitudes toward this concept. We desire a wide selection of company and industry situations in order to analyze this concept in as much depth as possible. In this regard, it is hoped that we can find a situation where an extra-bargaining form is just starting, to serve as a pilot study. We also hope specifically to research the use of these approaches in smaller businesses.

4. Interview leading neutrals in the field of labor relations, Federal Government officials, (particularly in the Federal Mediation and Conciliation Service and Departments of Labor and Commerce) and leading members of the press.

5. After the steps listed above have been completed, organize and analyze the information obtained using a general format as outlined in the "Specific Objectives" section of the prospectus. We would give particular attention to analyzing the place of the extra-bargaining concept in future labor-management relations. We would seek to be as specific as possible in our recommendations for the use of this concept.

November 1, 1962

HARVARD UNIVERSITY
TRADE UNION PROGRAM

ADMINISTRATIVE FILE

Harvard University
X

JOSEPH P. O'DONNELL
Executive Director

SOLDIERS FIELD
BOSTON 63, MASSACHUSETTS

Advisory Committee

HONORABLE ARTHUR J. GOLDBERG
GEORGE MEANY
DAVID L. COLE
HAROLD C. CROTTY
JOSEPH I. DELANEY
PATRICK E. GORMAN
GEORGE M. HARRISON
A. J. HAYES
KENNETH J. KELLEY
JAMES LAUGHLIN
JOSEPH LOFTUS
JOHN H. LYONS, JR.
DAVID J. McDONALD
JOHN E. MARA
LEE W. MINTON
JACOB S. POTOFISY
WALTER P. RAUTHER
ARNOLD S. ZANDER

June 13, 1962

Mr. James R. Hoffe, President
Int'l. Brotherhood of Teamsters
Washington 1, D. C.

Dear Sir and Brother:

In this letter we take the opportunity of announcing the appointment of the Harvard University Trade Union Program Advisory Committee. We are pleased and honored that such a prominent group has consented to give us the benefit of their experience and knowledge.

We are further pleased to announce that the 32nd Session of the Harvard Trade Union Program will be held from September 12 to December 7, 1962. Please note that there has been a tuition increase, the third in our twenty-year history.

We are enclosing a copy of the bulletin outlining the purpose and functions of the Trade Union Program. We sincerely hope that your organization will participate in this Program. If you wish any further information, we will be pleased to hear from you.

With best wishes and kind regards, I am,

Cordially and fraternally,

Joseph P. O'Donnell

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enc.

ADMINISTRATIVE FILE

Harvard University

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HARVARD UNIVERSITY TRADE UNION PROGRAM

NEWSLETTER

Joseph P. O'Donnell
Executive Director

Elizabeth Ann Wisdom
Secretary

Number 19

June 1962

The Thirty-first Session of the Harvard Trade Union Program began on February 22, 1962 and ended on Thursday, May 17, 1962. There were thirteen members in this session, all from the United States. The members of the class were:

Joseph P. Brove, Local and Division Chairman, Brotherhood of Railway Clerks, Lorain, Ohio
John R. Deisler, Business Representative, Int'l. Hod Carriers, Building and Common Laborers, Local #472, Rumson, New Jersey
Alton E. Drinkwater, Business Agent, Amalgamated Meat Cutters and Butcher Workmen, District Union #1, Geneva, New York
Robert P. Healy, Organizer, American Federation of State, County and Municipal Employees, Manchester, New Hampshire
G. P. Henna, Business Manager and Financial Secretary, Int'l. Union of Operating Engineers, Local #87, Portland, Oregon
Andrew A. McNulty, Recording-Corresponding Secretary, Int'l. Union of Operating Engineers, Local #4, Sharon, Massachusetts
Daniel P. Madden, National Board Member, Utility Workers Union of America, South Weymouth, Massachusetts
B. T. Moore, Vice General Chairman, Brotherhood of Railway Clerks, Franklin, Ohio
Ernest L. Nolen, Jr., General Organizer, Int'l. Ass'n. of Iron Workers, Memphis, Tennessee
Mac E. Rogers, Int'l. Coordinator of Education, Brotherhood of Railroad Trainmen, Cleveland, Ohio
Charles H. Sheridan, Jr., Vice President, Massachusetts Council, American Federation of State, County and Municipal Employees, Monson, Massachusetts
Michael Tarallo, Sac'y-Treas. Local #22, Int'l. Hod Carriers, Building and Common Laborers, Medford, Massachusetts
Joseph J. Validzich, Business Agent, Local #694, Int'l. Hod Carriers, Building and Common Laborers, Farrell, Pennsylvania

Class Officers

| | |
|---------------------|------------------|
| John R. Deisler | President |
| Ernest Nolen | Vice President |
| Alton E. Drinkwater | Secretary |
| Joseph Brove | Treasurer |
| Charles Sheridan | Sergeant-at-Arms |

COLLECTIVE BARGAINING SEMINARS - SPRING 1962

Mr. Louis G. Seaton, Vice President of General Motors Corporation, "The Automobile Negotiations: The Relationship Between Local Plant Agreements and a Company-wide Agreement"
Professor John T. Dunlop, Harvard University, "The Presidential Railroad Commission"
Jacob S. Potofsky, General President, Amalgamated Clothing Workers of America, "Collective Bargaining in the Men's Clothing Industry"

J. Robert Wilson, Executive Vice President, Roadway, Express, Inc.,
"Collective Bargaining in the Over the Road Trucking Industry"

Mr. John Wickham, General Counsel, Boot and Shoe Workers' Union, TUP Fall 1949,
"Collective Bargaining in the Shoe Industry"

Mr. John H. Long, President, Simonds Saw and Steel Company
"Adjustment to Technological Change"

Mr. Harry Van Arsdale, President, Local 3, Int'l. Brotherhood of Electrical Workers, "The Shorter Work Week"

Mr. Charles Cogen, President, Local 2, United Federation of Teachers, New York City, "Recent Election and Operation of Collective Bargaining in the New York School System"

Mr. A. S. Lyon, Railroad Retirement Board, "American Labor in the International Scene"

SPRING VISITORS TO THE T.U.P.

Mr. R. Riiipaa Mirvenen, Managing Director, Foundation for Productivity Research,
Helsinki, Finland

Mr. Hideo Seto, Department Store Workers Union, Japan

Mr. Ram L. Mehta, Joint Secretary, Ministry of Labour and Employment, India

Mr. Lewis Wright, General Secretary, Amalgamated Weavers' Association,
Manchester, England

Mr. Charles Woerler, Secretary of the International Graphical Federation,
Berne, Switzerland

Mr. James D. Akumu, Dockworkers Union General Secretary, Mombasa, Kenya
East Africa

Mr. Alec Spoor, Public Relations Officer of the National and Local Government
Offices Association, London, England

Mr. Daniel T. J. Loughrey, Asst. to Managing Director, The General Electric
Company of Ireland, Ltd., Ireland

Mr. Reulf Steen, Member of Norwegian Parliament and President of the Labor
Youth League, Oslo, Norway

Mr. Ravasseri N. Subramanian, Joint Secretary, Ministry of Labour, India

Mr. Robert Gubbels, University of Brussels and the Solvay Institute of
Sociology, Belgium

Mr. Ramon H. SILVA Tovar, Director, National Institute of Workers Education,
Caracas, Venezuela

Spring Visitors to the T.U.P. (continued)

Professor E. Zain, University of Istanbul, Workers' Education
Don Denister Weragala, Organising Secretary and Treasurer, Independent
Industrial and Commercial Workers Union and Sri Lanka
National Transport Workers Union, Talangama, Ceylon

Aluthge Don Navisena, Senior Vice President, Government Clerical Service
Union, Pokunuwita, Ceylon

SPECIAL LECTURERS AT THE TRADE UNION PROGRAM

A. E. Beyne - American Universities Field Staff - "Italy and Israel"

Charles Gallagher, American Universities Field Staff - "Middle East and
North Africa"

James Lipscomb, "Development of the Labor Movement in Ghana"

Frank Bonilla, American Universities Field Staff - "Labor Movement in Latin
America"

Professor Thomas Kennedy, "Automation Funds"

James E. Hoffa, President, International Brotherhood of Teamsters spoke
at the Harvard Law School Forum

John Griner, Assistant, Labor Relations, U.S. Railroad Retirement Board,
Chicago, Illinois

Heuben Prodin, American Universities Field Staff - "Africa"

Fred Lesieur, Massachusetts Institute of Technology - "Scanlon Plan"

T.U.P. ADVISORY COMMITTEE

The Harvard Corporation voted in 1962 to continue the T.U.P. for another
five years. As part of this decision, the administration voted to establish an
Advisory Committee for the Program.

The Committee is made up of men interested in the training of labor leaders,
who will provide valuable counsel.

The members of this first Committee are:

Honorable Arthur Goldberg, U.S. Secretary of Labor
George Meany, President, AFL-CIO
David L. Cole, Arbitrator, Attorney
Harold C. Crotty, TUP 1948, President, Brotherhood of Maintenance of
Way Employees
Joseph J. Delaney, President, International Union of Operating Engineers
Patrick E. Gorman, Secretary-Treasurer, Amalgamated Meat Cutters and
Butcher Workmen

I.U.P. Advisory Committee (continued)

George M. Harrison, President, Brotherhood of Railway and Steamship Clerks
A. J. Hayes, President, International Association of Machinists
Kenneth J. Ralby, Chief, Labor Division, Office of Education and Social
Development, Agency for Int'l. Development, U.S. Dept. of State
James Loughlin, Secretary-Treasurer, Massachusetts State Labor Council
Joseph Loftus, New York Times
John M. Lyons, Jr., TUP 1955, President, International Ass'n. of Bridge,
Structural and Ornamental Iron Workers
David J. McDonald, President, United Steelworkers of America
John E. Mara, TUP 1949, President, Boot and Shoe Workers Union
Lee W. Minton, President, Glass Bottle Blowers Association
Jacob S. Potofsky, President, Amalgamated Clothing Workers of America
Walter P. Reuther, President, United Automobile Workers of America
Arnold S. Zander, President, American Federation of State, County and
Municipal Employees

GRADUATION OF 31ST SESSION

The 31st TUP came to an end on Thursday, May 17 with graduation exercises in Aldrich 208. After announcing that the TUP Alumni had reached the magic number of 500, Chairman, Professor Thomas Kennedy, introduced Dean George Baker who extended the best wishes of the University.

Dan Madden, National Board Member of the Utility Workers Union of America gave the valedictory address. Dan, an orator of the old school, gave a very moving and appropriate talk.

John Mara, TUP 1949, and President of the Boot and Shoe Workers Union, gave the principal address. In this age when public attention is directed to the power of unions, when some forces are working to place unions under antitrust legislation, it was a revelation to hear the problems of a relatively small national union in an extremely competitive industry. We feel certain that all members of the Alumni will profit from a thoughtful study of Jack's remarks.

Following the graduation ceremonies, the graduates with their families and friends attended a reception at Alumni Center.

The Faculty and Staff of the Program extend thanks to the members of the 31st Class. They distinguished themselves as sincere and hard working trade unionists. We felt a sincere sense of loss on their departure.

NINTH ANNUAL REUNION

The reunion began officially at the graduation exercises on Thursday, May 17 and continued through Saturday. Thirty-two members of the Alumni attended.

The schedule for the reunion was as follows:

Ninth Annual Reunion (continued)

Thursday, May 17

3:30 Graduation Exercises Aldrich 208
4:45 Reception to Graduates Alumni Center A

Friday, May 18

10:00 Roy Fenchansky
"New Developments in Health and Welfare" Sherman
12:30 Lunch Kresge
2:30 Bob Segal
"Recent Strikes and Their Implications" Sherman
6:00 Alumni Dinner Kresge
8:00 Annual Meeting of TUP Alumni Ass'n. Sherman

Saturday, May 19

10:00 Jim Healy and John Dunlop
"Labor's Problems in the New Frontier" Sherman
12:30 Lunch Kresge

NINTH ANNUAL ALUMNI ASSOCIATION MEETING

President George Lewis called the meeting to order at 8:00 p.m. on Friday, May 18 in the Trade Union Lounge at Sherman on the Business School campus. Nineteen members attended.

The Treasurer's report revealed that during the year two scholarships had been granted. The Alumni Scholarship to the Massachusetts State Labor Council had been awarded to Al Buffum of the Building Service Employees Local 254 in Boston. The second scholarship was awarded to John Barnett of Plumbers Local 2 in New York City. In the coming year, we hope to continue awarding at least two Alumni Scholarships per session.

The following motions were adopted:

Voted: To include in the minutes the thanks of the Alumni Association to the members of the 31st class for their most beautifully engrossed plaque inaugurating their TUP Educational Fund and for their substantial gift of money to institute such fund.

Voted: To send a letter of thanks to President Fusey and the members of the Harvard Corporation for considering and acting favorably on the suggestion of the Alumni Association that the TUP Advisory Committee be established.

Voted: To award to the Honorable Arthur Goldberg, U.S. Secretary of Labor, the Honorary Membership for 1962, in the TUP Alumni Association.

Voted: To establish a committee to study and recommend an appropriate memorial in Sherman Lounge for deceased members of the Alumni Association.

Ninth Annual Alumni Association Meeting (continued)

The following officers were elected for the coming year:

| | |
|---------------------|-------------------|
| President | Thomas Glynn |
| Vice President | Bradford Hamilton |
| Secretary-Treasurer | Joseph O'Donnell |
| Sgt.-at-Arms | Howard Doyle |

Executive Board Members:

John O'Malley
Ralph Malozzi
Leo Doyle
Ed Sullivan
Tom Owens
Mark Beecher
Jerry Baird
George Lewis
Ray Schnabel
Don Seaver
Jim Dalay
Joe DeVincentis

Following the appointment of Special Committees and some discussion under Good and Welfare, the meeting adjourned at 9:15 p.m.

CHANGES AT THE B SCHOOL

Dean Stanley F. Teel has resigned his post at the Business School because of reasons of health. His successor is George Baker, formerly James J. Hill, Professor of Transportation.

Dean Russell Hassler will leave the School on July 1 and will be associated with the Hawaiian Electric Company. His successor is Professor George Lombard.

Dean Vernon Alden has been chosen President of Ohio University at Athens, Ohio.

IN MEMORIAM

The Alumni Association is saddened to report the death of Milton S. Mason, fall 1954, Vice President of the Brotherhood of Railway Signalmen.

CHANGES OF ADDRESS:

Arno H. Schwarting, fall 1959
6-F-Eschersheim
TM MELLSIG 26-VII, Germany

Russell Blake, fall 1961
Apt. 2A
1333 Green Willow Lane
Glenview, Illinois

Change of Address (continued)

Willard Cox, spring 1958
508 Simms Street
Aurora, Illinois

Carl Lind, fall 1958
1308 W. Highland Ave.
Phoenix 13, Arizona

Bill McSorley, 1947-1948
Union Labor Life Insurance Co.
850 Third Avenue
New York 2, New York

Bob Powell, fall 1960
800 Fourth Street SW, Apt. S721
Washington, D.C.

Dom Soriano, fall 1960
General Maritime Stevedores Union
2194 Leveriza Street, Malate
Manila, Philippines

Jack Eccles, fall 1956
31 Aragon Avenue
Ewell, Epsom, Surrey, England

Pvt. Richard Roe US-51462518
64th Ord. Co.
APO #189
New York, New York

ALUMNI NOTES

George "Phil" Delaney, 1945-1946, now serves in the newly established post as Special Assistant to the Secretary of Labor for Liaison with the American Labor Movement. The post was created by Secretary of Labor, Arthur J. Goldberg, because of the "expanding role of unions in the nation's welfare and economy as well as the increasing interrelationship of labor's activities with those of the Labor Department."

Arno "Charlie" Schwarting, fall 1959, maintained his high correspondence rating even during his recent honeymoon.

Mark Beecher, spring 1961, is Chairman, National Electrical Training Directors Association. This Association is made up of full-time training directors under the National IBEW-NECA agreement. He and Ernie Frank, spring 1961, coordinate a highly rated radio show, "Let's Talk It Over."

Euseall Blake, fall 1961, has been assigned by President Harold Crotty, fall 1948, to work with Assistant to the President John Berta, spring 1952, in preparation of cases for the Railroad Adjustment Board.

Dom Soriano, fall 1960, had some interesting experiences in the recent elections in the Philippine Islands. He aided in the election of his General President, Guillermo Sambo, to the National Congress. He is currently engaged in political education efforts among his fellow trade unionists.

Peter F. Kibiau, fall 1961, has been singularly honored by the labor movement in Kenya. He was chosen to succeed Tom Mboya as General Secretary and Chief Executive of the Kenya Federation of Labor. The best wishes of the TUP Alumni Association go to Peter for his continued success.

Don Malaga, spring 1959, is currently serving as 1st Lieutenant with the 544th Reconnaissance Technical Group (SAC), USAF at Offutt Air Force Base in Nebraska.

Frank Chiancone, fall 1959, is now in Washington, D.C., where he is employed by the USIA. Following six months training, he expects an assignment in Montevideo, Uruguay as Labor Information Officer.

Rex Smith, spring 1961, described a typical week of work in a recent letter. In addition to his activities as Chief Greeter for the Operating Engineers at the World's Fair in Seattle, Rex had a side trip to Juneau, Alaska for a contract settlement.

Dr. and Mrs. Sam Charumilind, spring 1958, wrote from Bangkok with best wishes for his classmates and their friends.

Rolf Knudsen, spring 1953, wrote of his recovery from a "blackout." The doctors were checking the condition of his heart at the time the letter was written.

Al Headera, spring 1960, newly elected Third Vice General Chairman of the Rock Island System Board for the Brotherhood of Railway Clerks, was honored at a dinner in El Reno, Oklahoma.

Heinz Kabuschat, fall 1953, has returned to work fully recovered from his recent hospitalization.

John O'Malley, fall 1959, was elected Vice President for the Fourth District in the Massachusetts State Labor Council. This, plus his duties as President of IBEW Local 1505, and his responsibilities as National Vice President of the Young Democratic Clubs of America, keep him a very busy bachelor.

Willard Cox, spring 1958, Executive Officer for the Glass Bottle Blowers Ass'n., announced the birth of a baby daughter. Bill and his roommate, John McKelvie, have done well in keeping the population explosion going.

Lucien Van Hae, spring 1959, relayed his continuing good wishes from Couillet, Belgium.

Bob Muka, spring 1958, has returned to his native California and now serves as Referee with the State Unemployment Insurance Appeals Board. Bob gave us a very interesting account of his activities in Ecuador.

Jack Dunne, fall 1959, is presently engaged in organizing activities for the Hat, Cap and Millinery Workers Union in the Chicago area.

Father Maurice Barrenechea, SJ, is busily engaged in setting up a Labor Education Center in Caracas, Venezuela.

O.D. Hinman, fall 1956, is Florida State Legislative Representative and Vice Chairman for the Florida State Legislative Committee for the Order of Railway Conductors and Brakemen.

Brad Hemilton, fall 1956, was appointed New England Regional Director for the Boot and Shoe Workers Union. His new assignment makes him responsible for organizing Shoeworkers in the New England area and for guiding and assisting local unions in the six states.

Ben Gonzalez, spring 1958, continues to be very active in the affairs of the Asian Labor Education Center, situated at the University of the Philippines. Ben participated in the Colombo plan to the U.K. and stayed in London for a 13 week course on Labor Law Administration. He later spent two weeks in Israel as a guest of the Histadrut.

Louis Joye, fall 1959, sent us a very pleasant account of his 10 year stewardship as Editor of the Swiss Railwaymen's Journal. He was pleased to report that unemployment in Switzerland is less than one-half of one per cent.

Harry Poole, 1945-1946, Vice President of the Meat Cutters, was elected President of the Food and Beverage Trades Dept. This Department represents more than 800,000 union members of nine AFL-CIO affiliates.

Giacomo Carbonara, spring 1958, sent word of the birth of his daughter, Andrea, from Genoa, Italy.

Maurice Beason, fall 1959, sent us an account of a lecture on the Labor Movement in the U.S. which was printed in "Centre Dimarche." It was a most scholarly presentation.

Ramon Manatiao, spring 1957, now serves as Business Agent - Adviser for the Bicol Transportation Employees Mutual Aid Ass'n. which is affiliated with the Federation of Free Workers in the Philippines. He expressed his pleasure with the activities of the U.S. Peace Corps representatives.

Jack Biggin, fall 1961, has returned to his work in England. He sends best wishes to his many friends.

Joe Riley, 1942-1943, very thoughtfully sent a running newspaper account of the Miami Bus Strike. Joe is en route to the North for the summer season.

Arizona Days and Ways, a special magazine edition of the Arizona Republic, had a special section on "Tucaon's Mr. Music Man." This was an account of the activities of Ernie Hoffman, spring 1959.

Trinh-Quang-Quy, fall 1961, has invited any of the TUP Alumni who may visit South Vietnam to let him know. Mr. Quy would be pleased to act as guide and interpreter in an effort to help Americans better understand his country.

Giovanni Scaiola, fall 1959, is working in the Central Department of the Confederazione Italiana Sindicate Lavoratori as a "Collective Bargaining Specialist," a job which he describes as a "glorified business agent." Gianni sends best wishes to all his friends.

Carl Lind, fall 1958, is now working with the U.S. Dept. of Labor in the Bureau of Apprenticeship and Training. His office address is Room 2016 Federal Bldg., 230 No. First Avenue, Phoenix 25, Arizona.

Ray Schnabel, fall 1954, informed us during the Alumni Reunion that he is also working at the Bureau of Apprenticeship and Training in the New Jersey area.

The Alumni in attendance at the American Federation of State, County and Municipal Employees in Milwaukee had an opportunity to see Ross Atwood. Ross served as Parliamentarian at the Convention. Ross asked me to tell the Alumni that a few copies of his RULES FOR MEETINGS will be available through the TUP office at a nonprofit price of \$3.50.

Bill McSorley, 1947-1948, has left the Washington scene. He has moved to New York as Assistant to President Tobin of the Union Labor Life Insurance Company. His office is located at 850 Third Avenue, New York City.

Pat Mandawa, spring 1958, is now Assistant Labor Personnel Officer at Williamson Diamonds, Ltd. in Mwanza, Tanganyika.

George Tressler, fall 1959, gave an account of his Kansas activities for the Maintenance of Way Employees. George has been a staunch promoter of the TUP.

Jack Eccles, fall 1956, wrote from England to remind us of the strong support we have received from the National Union of General and Municipal Workers. We have had the three Jacks - Cooper, Biggin and Eccles plus Prime Minister Dryden. We sincerely appreciate this high level support.

Ray Tucker, fall 1961, who has done such a splendid administrative job with Local 501 of the Operating Engineers is a man of many accomplishments. In addition to his union duties, Ray is very active with the Boy's Club. His crowning glory was his selection as Arbitrator in a dispute between the Office Employees and the International Ladies Garment Workers Union.

Jimmy Namitengo, fall 1961, was re-elected as General Treasurer of the Miners Federation in Northern Rhodesia. He wishes to assure his classmates that his health has improved. Since his return the union's membership has increased from 16,000 to 27,000 out of a total potential of 35,000.

Vice President, Bob Powell, fall 1960 of the Laborers, has been named by Pres. George Meany to the AFL-CIO Civil Rights Committee.

Fintan Kennedy, spring 1957, General Secretary of the Irish Transport and General Workers Union, sent a generous gift of books to the TUP Library. The books included a history of the Transport Workers with a collection of the writing of the patriot - labor leader, James Connolly.

Walter F. "Senator" Piotrowski, spring 1956, was honored as Press Correspondent of the Month in the March issue of The Butcher Workman.

John Ritchey, spring 1956, is the new Executive Supervisor of the Amalgamated Labor Life Insurance Company. His appointment became effective on May 1.

Jean Caillaud, spring 1952, took us pleasantly by surprise with a personal visit in April. Jean is now proud owner of La Tour de Cardinal in St. Remy.

Tom Glynn, spring 1955, won acclaim in the March issue of the IBEW Journal on two counts. Maine Governor Reed presented Tom with Maine License plate - IBEW. The Governor later named Tom a member of the State Electrical Examining Board. The Alumni Ass'n. is greatly indebted to Tom for his unfailing support and promotion of the TUP.

Dick Boe, fall 1960, is serving as an M.P. with the U.S. Army in Europe. Dick has been on the move quite a bit and has become an expert on the Labor scene in Europe.

Bob Simpson, spring 1956, now on assignment for the Machinists in California, wrote of meeting Blackie Hill, spring 1956 and Charlie Walker, spring 1956, at the Los Angeles Federation of Labor meeting.

IN MEMORIAM - PROFESSOR B. M. SELEKMAN

On April 7, Kirshtein Professor Benjamin M. Selekman, died of a heart attack during a lecture to the members of the Advanced Management Program. Many of the Alumni will remember this great humanitarian and teacher who pioneered in many areas of labor-management relations.

Born in Bethlehem, Pennsylvania, Ben received his early education at the University of Pittsburgh and at Columbia. He served for 10 years on the research staff of the Russell Sage Foundation and for one year as Director of the American Office of the Hebrew University in Palestine.

In 1929, he was appointed Executive Director of the Associated Jewish Philanthropies of Boston. He joined the Harvard Faculty in 1935.

In the labor relations area, he served as impartial arbitrator of the New England Men's and Boys' Clothing Manufacturers Association and the Amalgamated Clothing Workers of America.

He was author of many works on labor and business problems. In addition to his famed textbook on "Problems in Labor Relations," he was also author of the two more recent works, "A Moral Philosophy for Management" and "Power and Morality in a Business Society."

May his spirit rest in peace.

BRIEF HISTORY OF HARVARD - REPRINT FROM THE HARBUS, March 2, 1962

Because of the physical isolation of the Business School from the rest of the University, and because of the lack of sufficient time to investigate the situation "across the river," we tend to forget that Harvard has a long and distinguished history.

Harvard is the oldest institution of higher learning in North America. It was founded in 1636, just 16 years after the Mayflower landed, by a grant from the Massachusetts Bay Colony. In 1638, John Harvard, a clergyman, bequeathed the new school one-half his estate of \$780 and his entire library of 260 books.

Brief History of Harvard - Reprint from the Harbus, March 2, 1962 (continued)

John Harvard felt keenly the need for an institution of higher learning in the new colony. He had been educated at Cambridge in England. In 1639, the School officially adopted the name of its benefactor and held its first classes. The first commencement took place in 1642. In 1650, the School was incorporated, to be run by a Board of Overseers.

During its early years, Harvard was linked closely to both the State and the Church. However, from the very beginning, the School was the recipient of personal endowments. In 1865, long after it ceased to depend upon the Commonwealth of Massachusetts for funds, all official connection with the state were severed.

Again, in keeping with the tradition toward separation of the Church and School in American education, the influence of the Church (first the Congregational and later the Unitarian) lessened. By 1851, it was no longer obligatory for the Church to be represented on the Board of Overseers.

Gradually, and at first almost imperceptibly, Harvard began to take on more of the aspects of a University. In 1780, the Medical School was started and in 1817 and 1819 respectively, the Law and the Divinity Schools were established. The Business School, founded in 1908, was one of the later graduate schools to become a part of the university.

Charles W. Eliot was the man principally responsible for changing Harvard from a small New England College into a great university. During his 40 years as President of Harvard (1869 through 1909) he inaugurated many significant and permanent changes, among the most notable of which was the introduction of the elective system, which permitted students to exercise greater freedom with respect to their choice of curriculum. He also revised entrance requirements for the various graduate schools, and was largely responsible for the introduction of the written examination.

Harvard has always had more than its share of illustrious graduates and professors. Among men of letters we find, James Russell Lowell, Ralph Waldo Emerson and Henry David Thoreau. Among the Faculty we find such names as Henry Wedsworth Longfellow and Oliver Wendell Holmes.

In the late 1800's William James and George Santayana taught philosophy across the river; Alfred North Whitehead followed in that tradition. In the 1900's and of particular interest to the TUP students, we encounter among the Faculty, Sumner Huber Slichter, Elton Mayo and Ben Selekman, all of fond memory.

In the political field five Presidents of the United States graduated from Harvard. They were John Adams, John Quincy Adams, Theodore Roosevelt, Franklin Roosevelt and John F. Kennedy.

Despite occasional and well-published statements to the contrary, Harvard today ranks as one of the great universities of this or any other country. The caliber of students admitted, the Faculty and the physical facilities are outstanding.

ADMINISTRATIVE FILE

HARVARD UNIVERSITY

GRADUATE SCHOOL OF BUSINESS ADMINISTRATION

GEORGE F. BAKER FOUNDATION

JAMES J. HEALY
Professor of Industrial Relations

SOLDIERS FIELD
BOSTON 63, MASSACHUSETTS
April 25, 1962

Mr. James R. Hoffa, General President
International Brotherhood of Teamsters,
Chauffeurs and Warehousemen of America
25 Louisiana Avenue, N.W.
Washington 1, D.C.

Dear Mr. Hoffa:

My sincere thanks for your willingness to spend some time with Jerry Ryles, a student of mine, on the occasion of your Harvard Law Forum speech in Cambridge. He was very pleased to have the chance to meet you and talk with you.

The reports of your talk in Cambridge make me regret my having to be in Texas on that Friday. Many of my students as well as faculty colleagues attended and were very favorably impressed.

As I mentioned in an earlier letter, we are planning an intensive study of over-the-road trucking labor relations to be done by Arthur Sloane. I hope such a study has your approval. Sloane will undoubtedly be approaching members of your Washington staff before undertaking many interviews among locals throughout the country. Meanwhile, however, he is planning to talk with Nick Morrissey in Boston.

With sincere best wishes,

Cordially,

James J. Healy

JJH:fs

ADMINISTRATIVE FILE *X*

HARVARD UNIVERSITY

GRADUATE SCHOOL OF BUSINESS ADMINISTRATION

GEORGE F. BAKER FOUNDATION

JAMES J. HEALY
Professor of Industrial Relations

March 27, 1962

SOLDIERS FIELD
BOSTON 63, MASSACHUSETTS

Mr. James R. Hoffa, General President
International Brotherhood of Teamsters
25 Louisiana Avenue, N.W.
Washington 1, D.C.

Dear Mr. Hoffa:

My sincere thanks to you for your telegram concerning Jerry Ryles. I have told him to see you at the Harvard Law Forum. Jerry has been preparing a paper in my labor relations course on your role as a union leader. For obvious reasons he has wanted to have a chance to talk with you. We tried several alternative times in conversations with Harold Gibbons, but a convenient appointment could not be worked out. Whatever time you can spend with him will be very much appreciated.

During the past two weeks one of my research assistants - Arthur Sloane - has agreed to do a thorough one-year study on labor relations in the over-the-road trucking industry. It is my hope that he will end up with a publishable manuscript in 1963. This is a subject of very great importance and I have been anxious to find a really competent man to do it. Sloane is such a person. He will be starting full-time work on this in early May and will be working under my direction for the next year. The success of the project will depend necessarily on the cooperation of the principals. I hope very much you will be willing to extend the cooperation of the Teamsters in this research endeavor.

I'm sorry I cannot be in Boston on March 30. I recall with pleasure our luncheon with you on the occasion of the Slichter Seminar meeting.

With sincere best wishes,

Cordially,

James J. Healy
James J. Healy

JJH:fs

HARVARD UNIVERSITY
GRADUATE SCHOOL OF BUSINESS ADMINISTRATION
GEORGE F. WALKER FOUNDATION

ADMINISTRATIVE FILE
Ryder, Jerry
Harvard University
Healy, James J. (Prof.)

JAMES J. HEALY
Professor of Industrial Relations

March 27, 1962
SOLIHEN FIELD
BOSTON 65, MASSACHUSETTS

Mr. James H. Hoffa, General President
International Brotherhood of Teamsters
25 Louisiana Avenue, N.W.
Washington 1, D.C.

Dear Mr. Hoffa:

My sincere thanks to you for your telegram concerning Jerry Byler. I have told him to see you at the Harvard Law Forum. Jerry has been preparing a paper in my labor relations course on your role as a union leader. For obvious reasons he has wanted to have a chance to talk with you. He tried several alternative times in consultation with Harold Hobbins, but a convenient appointment could not be worked out. Whatever time you can spend with him will be very much appreciated.

During the past two weeks one of my research assistants - Arthur Sloane - has agreed to do a thorough one-year study on labor relations in the over-the-road trucking industry. It is my hope that he will end up with a publishable manuscript in 1963. This is a subject of very great significance and I have been anxious to find a really competent man to do it. Sloane is such a person. He will be starting full-time work on this in early May and will be working under my direction for the next year. The success of the project will depend necessarily on the cooperation of the principals. I hope very much you will be willing to extend the cooperation of the Teamsters to this research endeavor.

I'm sorry I cannot be in Boston on March 30. I shall with pleasure see him when with you on the occasion of the Slichter-Sloan meeting.

With sincere best wishes,

Cordially,

James J. Healy
James J. Healy

JJH:fs

ADMINISTRATIVE FILE ✓

Ryles, Jerry
-X Harvard University
-A Healy, James J. (Prof.)

January 26, 1962

James J. Healy
Professor of Industrial Relations
Harvard University
Soldiers Field
Boston 6, Massachusetts

Dear Professor Healy:

I have your letter of January 22nd, and regret that I did not wire you as you suggested. However, both Wednesday and Thursday I was out of the city.

It is my intention to be in the Washington office during the week of the 29th and will be happy to visit with Ryles if he can come in one of those days. President Hoffa will be here both Monday and Tuesday, the 29th and 30th.

Insofar as a possible speaking engagement at Harvard, I will be happy to arrange my schedule to fill such an engagement if given sufficient advance notice.

It was nice to hear from you.

Fraternally yours,

H. J. Gibbons
Executive Assistant to the
General President

HJG:ld

HARVARD UNIVERSITY

GRADUATE SCHOOL OF BUSINESS ADMINISTRATION

GEORGE F. BAKER FOUNDATION

JAMES J. HEALY
Professor of Industrial Relations

SOLDIERS FIELD
BOSTON 63, MASSACHUSETTS

January 22, 1962

Mr. Harold Gibbons
International Brotherhood of Teamsters,
Chauffeurs, Warehousemen & Helpers
of America
25 Louisiana Avenue, N.W.
Washington 1, D.C.

Dear Mr. Gibbons:

When I spoke with you a few weeks ago, you suggested I write you concerning my request in behalf of a student, Jerry Ryles.

Mr. Ryles is a graduate student at the Harvard Business School and is currently enrolled in my Labor Relations Course. He elected to write a long-report for my course and evidently knew of my views that Mr. Hoffa, unlike some other present leaders, was responsive to membership needs and desires. He indicated a desire to know more about the Teamsters and Mr. Hoffa as a union leader and to write a report on that subject. I approved his proposal with enthusiasm.

As a preliminary I asked him to study recent over-the-road Teamster negotiations and to visit with Nick Morrissey. It had been our hope that a meeting with Mr. Hoffa could be arranged when he was scheduled to speak at the Ford Hall Forum in December, but Nick explained why this visit had to be cancelled.

Although a scholarship student, Ryles has budgeted for a trip to Washington in the hope of spending some time with Mr. Hoffa and with you. If you could spare an hour or so in your busy schedule, it would

Mr. Gibbons
Page 2

January 22, 1962

mean a great deal to him and to me personally. You suggested that the forthcoming week would be best, and therefore I am writing to determine if an appointment could be arranged for either Wednesday, January 24 or Thursday, January 25. Will you please send a collect telegram to me if an appointment on either of these days is convenient?

Ryles is not writing a thesis. His report will be submitted to me and will be treated with complete confidence if you desire.

I recall with considerable pleasure your's and Mr. Hoffa's visit to Cambridge several years ago. Bob Livernash and I also recall the fine cooperation you gave us and the late Sumner Slichter when we were co-authoring the book, "Impact of Collective Bargaining". If possible we would like to have you make a return visit. Please let me know if this would be feasible for the late spring or early fall.

With sincere best wishes,

Cordially,

James J. Healy
James J. Healy

JJH:f

ADMINISTRATIVE FILE
Harvard University

HARVARD LAW SCHOOL FORUM
22 EVERETT STREET
CAMBRIDGE 38, MASSACHUSETTS

11 April 1962

Mr. James R. Hoffa, President
International Brotherhood of Teamsters
25 Louisiana Avenue, N.W.
Washington 1, D. C.

Dear Mr. Hoffa:

On behalf of the Harvard Law School Forum, I would like to thank you for participating in our program on March 30th. I am certain that I speak not only for our staff, but for your entire audience, in voicing my sincere appreciation of the content of your address, the manner in which it was delivered, and the way in which you dealt with questions and comments from the panelists and from the audience.

I personally enjoyed meeting you and your family, and I hope that your stay in Cambridge was as pleasant for you as it was for us to have you.

Thank you again for one of our best programs of the year.

Very truly yours,

Joan S. Elbaum
Joan S. Elbaum
Secretary
Harvard Law School Forum

JSE/lks

Office of the General President

To: James H. Haffa

From: Al Weiss

ADMINISTRATIVE FILE

Harvard University

March 26, 1933

RE: Your talk at Harvard University on March 20.

In answer to your request on Friday, I am attaching brief notes for your use in talking to the students at Harvard University on Friday, March 20. The notes cover the following:

1. Notes of the Trucking Industry.
2. Statistics on Motor Carrier Industry.
3. Area Agreements in Trucking.
4. Pay Structures in Over-the-Road Trucking.
5. Bargaining problems and issues.
6. Teamster Organizing.
7. Teamsters Concerned with Welfare of Industries Employing their Members.

Also attached is a statement on "Why National Bargaining" which you may also find helpful.

AW:ck

Nature of Trucking Industry

I. Types of Carriers

A. Regulated

1. Common
2. Contract

B. Non-Regulated

1. Private
2. Exempt

II. Number and Size of Regulated Carriers (as of 6/30/61)

A. Total -- 17, 682

Common -- 15,283

Contract -- 2,399

B. Class I (over \$1 million revenues) -- 1,107

Class II (\$200,000 -- \$1 million) -- 2,373

Class III (Under \$200,000) -- 12,273

III. Characteristics

- A. Small units (Average terminal employs 80 people).
- B. Limited capital investment and revenue volume.
- C. Competition with other forms of transportation.
 1. Long haul
 2. Short haul
- D. Competition with other truckers.
- E. Common as private carriers (More than 4 times the number of interstate private carriers than for-hire carriers.)
- F. Relative ease of entry - relatively small capital requirements.

G. Flexibility; service

H. Average number of employees (Class I and Class
II regulated carriers) -- 140.3 (in 1959.)

IV. Functions

A. Inter-city, line haul, or OTR

B. Pickup and Delivery

C. Local Cartage or Transfer

D. Transfer and Storage

Statistics on Motor Carrier Industry

A. Revenues, Expenses, Operating Ratio, Net Income -- 1st half 1961 as 1st half 1960.

| <u>Class I Intercity Carriers</u> | <u>1st 6 Mo.</u> | <u>% Change from 1960</u> |
|-----------------------------------|------------------|---------------------------|
| | <u>1961</u> | |
| Revenues | \$2,335(million) | -2.6% |
| Expenses | 2,255 | -3.3% |
| Operating Ratio | 98.5% | -0.7% |
| Net Income | 29.8 | +50.1% |

B. In 1960, motor trucks carried 22.5% of total intercity ton-miles of traffic.

C. Average Revenue per ton-mile

| | |
|---|------------|
| Class I Intercity Motor Common Carrier -- | 6.277¢ |
| RB | -- 11.458¢ |
| Pipelines | -- 0.314¢ |

D. Average Number Employees - Class I and Class II Regulated Carriers in 1959 -- 140.3

E. Payroll (excl. fringes) as % of gross revenues - 54.7%

Wages and fringes - 59.1 % of gross revenue

(Class I and II intercity common carriers of general freight operating owned equipment principally)

F. For-Hire Operators - Trucks Owned

| | |
|-------------------|-----|
| Own 1 truck - | 40% |
| Up to 10 trucks - | 93% |
| Over 10 trucks - | 7% |

Area Agreements in Trucking

1. Local and OTE contracts cover one-half to three quarters of a million.
2. By 1963, almost complete uniformity - contract language and money items (Min. hourly rate - \$3.00)
3. North-South wage differentials eliminated.
4. \$200 pension at age 60 - Central, S.E. and S.W. and other areas.
5. Eliminating wages as competitive factor contributes to stability of industry.
6. Next steps - National Agreements
 - a. Companies growing larger (mergers and concentration in industry)
 - b. Area of competition narrows - advances in transportation.
 - c. Markets becoming regional and national.
 - d. Industry stabilization increasingly important.
 - e. Principle of "equal pay for equal work."
 - f. Trucking operations running beyond a geographic area.
7. "National Agreement Clauses" in Central States and Other Trucking Agreements.
8. New England Freight Agreement - provision for incorporating 1964 Central States money and other cost changes.
9. Employees' attitudes towards area-wide or national agreements.
10. Factors Towards National Agreement
 - a. Uniform Contract Conditions.
 - b. Landrum-Griffin restrictions on hot cargo and crossing picket lines.

c. Reduce frequency of strike threats.

N.Y. Times 2/7/61, page 1 quotes top leadership as saying: "We recognize the necessity for the movement of freight as well as the employers do. There just won't be a national strike. It isn't good business for the union."

d. Identical operations originating in adjoining contract areas, but running in opposite directions, might be subject to different wage rates in the absence of broad regional or national agreements.

Pay Structure in OTR Trucking

1. Mileage or trip rate basis
2. Minimum hourly guarantee - depending on kind of trip made
3. Concept of "paid for" time includes time when driver is considered "on duty" even though he is not driving.
4. Pay rate determined by driver's home terminal.
5. Total pay affected by:
 - a. Type and size of equipment
 - b. Type of runs
 - c. Material handled
 - d. Geographic area covered
 - e. 1-or 2-man operation
6. Special problems - owner-operators - equipment rental rates
7. Guarantees - call in pay; breakdowns or impassible highways; deadheading or bobtailing; meals, lodging and transportation at away-from-home terminals; delays caused by overloading or violations of Federal, state and local regulations not the fault of the driver; layover pay
8. Fringe Benefits - Holiday pay; paid vacations; health and welfare, pensions, free uniforms and maintenance, free surety bonds, free medical examinations
9. Earnings of OTR Drivers (1959) - Class I and II Common Carriers

Class I drivers operating owned equipment - \$7,687

Class I drivers operating leased equipment - 7,977

Class II drivers operating owned equipment - 8,420

Class II drivers operating leased equipment - 8,979

(NOTE: Road drivers work longer hours generally than in other

industries; also no premium pay (1½) for work over 40 hours)

Bargaining Problems and Issues

1. Special local conditions - riders
2. Local Union autonomy - 1961 Constitution amendments on
area bargaining
3. Interrelationship between local and OTR trucking
4. Conflicting Employer interests
 - a. Competition - Common; contract; private; owner-
operator
 - b. Different types of operations-- for-hire; private;
local; OTR
 - c. Role of associations
 - d. The labor relations man vs. the owner-employer
 - e. Non-association members
5. Special commodities
 - a. autos
 - b. Steel
6. Technological Developments
 - a. Piggyback, fishynack, birdyback
7. Legal issues
 - a. McClellan's Bill - antitrust
 - b. Hot cargo and picketing
8. Competition from other modes of transportation
9. Owner-operator
 - a. ICC trip leasing regulations (min. 30 day lease)
 - b. Central States contract provisions

Teamster Organizing

1. In last 3 months of 1981, IBT participated in one out of every four NLRB elections, and won 53.7%.
2. During 1981, the NLRB conducted 395 representation elections for white collar employees. Teamster unions participated in 85 of these elections (21% or 1 out of every 5 elections) and won 45 of these (53%).

Teamsters Concerned with Welfare of Industries

Employing their Members

1. Teamster representation before Congressional Committees and Governmental Agencies on issues affecting their industries and their members.

"The Teamsters' Union must be credited for being alert to the need for stopping unnecessary and untenable regulations which are harmful to its members and the industry that provides their jobs." (ATA, 3/15/59).

2. No featherbedding.

"I am happy to state that the Teamsters recognize that -- restrictive conditions and featherbeds are harmful to the industry and not in accordance with their aim of equal pay for equal work." (Guy Cooper -- before U.S. Chamber of Commerce 47th annual meeting, April 1959)

3. No bar to automation.

We know that our members' jobs depend upon management's ability to compete; that management may have to automate to stay in business.

"Teamster President---Hoffa, unlike most labor union officials, has taken a realistic and commendable perspective of the value of transportation automation --- these pronouncements--- seen that the Teamsters intend to help the industry ---which provides their prime jobs---to grow and prosper." (Ken Miller, Director of Labor Relations, American Trucking Associations, 10/1/50.)

4. Teamsters' Unions are not strikehappy.

In 1960, the latest year for which figures are available, there were only 78 strikes in Motor Freight Transportation and Warehousing, involving 10,400 workers and 77,300 man days idle.

a. "The Teamsters' Union has quietly adopted a strict 'no strike' policy for its members working on defense sites---in contrast to some other unions, the Teamsters has yet to strike at any of the 27 Atlas and Titan I. C. B. M. sites." (N.Y. Times 3/1/61, page 54M.)

b. Fortune Magazine:

"As it happens, the heads of the International have been very much aware of the Union's power and have used it cautiously. Considering the weapons available, the leadership has been extremely moderate both in aims and methods.

ADMINISTRATIVE FILE

Harvard University

X

X

March 19, 1962

Mr. David Berman
Harvard Law School Forum
25 Everett Street
Cambridge 38, Mass.

Dear Mr. Berman:

With reference to your letter addressed to Mr. Gibbons dated March 15, 1962, we are not definitely scheduling President Hoffa for the interview program "Background". Mr. Hoffa's arrival time in Boston is uncertain and cannot be determined until the 30th of March. Therefore, if he arrives in Boston early enough he will contact Mr. Oddleifson.

Since the arrival time is indefinite we have made arrangements for one of our men to meet him at the airport and drive him to his appointments. I would appreciate receiving the address whether the dinner will be held as well as the address of the Sanders Theatre. His latest schedule of arrival in Boston will be 6:05 P. M., so that if he makes this flight he may be a few minutes late for the dinner. Mr. Hoffa will not be staying overnight in Boston as he will be leaving on a 11:00 P. M. flight back to Washington, D. C.

This is a rather complicated letter; therefore, if you have any questions, please do not hesitate to call me.

Very truly yours,

T. Kato
Secretary to Mr. Hoffa

WGBH

Lowell Institute Cooperative Broadcasting Council
Educational Television Channel 2, FM radio R-17 me
200 Main Street, Cambridge 42, Massachusetts
University 4-6400

March 14, 1962

Mr. James Hoffa,
25 Louisiana Ave., N.W.,
Washington 1,
D.C.

Dear Mr. Hoffa:

We understand you will be here in Cambridge
March 30 to participate in a Harvard Law School Forum.

We would like to invite you to appear on
'Backgrounds', a fifteen minute interview program with
Louis Lyons, Curator of the Nieran Foundation, while you
are here.

If you agree, we could pre-tape the program
at 5:15, Friday, March 30, which would enable you to be at
the Law School in plenty of time. You would need to be at
our studio at 20 Brandy St. by 4:30 pm. and this would give
you an opportunity to talk to Mr. Lyons beforehand. The studio
is located in Boston and is behind Boston University on the
corner of Bay State Road and Brandy St.

We look forward to hearing from you and I do
hope we will be able to arrange this.

Sincerely,

Eric Oddleifson
Producer,
News & Public Affairs TV

EO:km

Council Members: Lowell Institute, Boston College, Boston Symphony Orchestra, Boston University, Brandeis University, Harvard University,
Massachusetts Institute of Technology, Museum of Fine Arts, Museum of Science, New England Conservatory of Music, Northeastern University, Tufts University
Affiliations: National Educational Television, Eastern Educational Network, National Association of Educational Broadcasters, Educational Radio Network

HARVARD UNIVERSITY
GRADUATE SCHOOL OF BUSINESS ADMINISTRATION
GEORGE F. BAKER FOUNDATION

JAMES J. HEALY
Professor of Industrial Relations

File
ADMINISTRATIVE FILE
Harvard University
X
X
SOLDIER FIELD
BOSTON 61, MASSACHUSETTS
January 2, 1962

Mr. Abraham Weiss, Economist
International Brotherhood of Teamsters,
Chauffeurs, Warehousemen & Helpers of America
25 Louisiana Avenue, N.W.
Washington 1, D.C.

Dear Mr. Weiss:

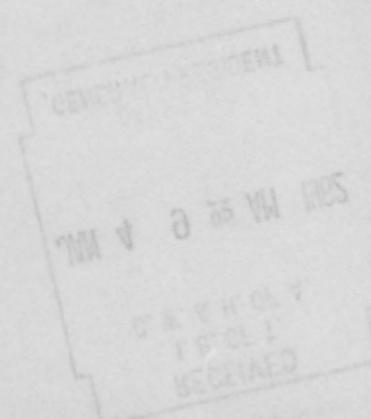
My sincere thanks for your thoughtful follow-through in sending me two copies of the recent Teamsters convention proceedings. These will be very helpful to me and my students in our research work.

With very best wishes,

Sincerely,

James J. Healy
James J. Healy

JJH:fs



ADMINISTRATIVE FILE ✓

Harvard Divinity School
X Invitation
X Brock, Charles

November 6, 1961

Mr. Charles Brock, Chairman
Forum Committee
Harvard Divinity School
5 Sacramento Street
Cambridge 38, Mass.

Dear Mr. Brock:

Thank you for your kind invitation to participate in your
forum on December 9th or 11th.

I am unable to accept this invitation since our Board
will be meeting at that time. I have also had to cancel my date
with the Ford Hall Forum for the 10th.

Thank you again for inviting me.

Very truly yours,

James R. Hoffa
General President

JRH/yk

THE STUDENT ASSOCIATION
OF
HARVARD DIVINITY SCHOOL
ANDOVER HALL, FRANCIS AVENUE
CAMBRIDGE 38, MASSACHUSETTS
October 23, 1961

Mr. James R. Hoffa, President
International Brotherhood of Teamsters
Detroit, Michigan

Dear Mr. Hoffa:

The Forum Committee of Harvard Divinity School invites you to lead a forum on some problems of the labor movement in general and the Teamsters in particular. We would suggest something like: "Means and Ends in the Labor Movement", "Teamster Methods and Goals", "Labor and Management Ethics", or merely an informal discussion with you.

We note with pleasure your engagement at the Ford Hall Forum in Boston on Sunday, December 10. We could hold our forum at your convenience-----anytime Saturday December 9; Monday afternoon or evening December 11, or later.

The vast majority of the students and teachers at Harvard Divinity School are sympathetic to and concerned about the labor movement. We would be more open than most others to your analyses and suggestions for future action for the labor movement. Our questions to you would be for purposes of data, ideas and methods; and not for sounding our own trumpets.

We hope you can meet with us.

Sincerely yours,

Charles Brock

Charles Brock
Chairman, Forum Committee
c/o 5 Sacramento Street
Cambridge 38, Mass.

ADMINISTRATIVE FILE

Harvard Radio Forum

X Invitation

X Greene, Harry F.

October 9, 1961

Mr. Harry F. Greene, Producer
Harvard Radio Forum
16 Dunster Street
Cambridge 38, Mass.

Dear Mr. Greene:

Thank you for your letter of October 4, 1961.
At the present time I have no plans of being in the Boston area
and am not accepting any speaking engagements until after
January of next year. This is due to the unusually heavy
schedule I will have until that time.

Thank you again for your kind invitation.

Very truly yours,

James R. Hoffa
General President

JRH/yk



HARVARD RADIO BROADCASTING COMPANY, INC.

16 DUNSTER STREET • CAMBRIDGE 38 • MASSACHUSETTS

UNIVERSITY 4-9550

October 4, 1961

Mr. James R. Hoffa
President
International Brotherhood of Teamsters
Teamsters Union Building
Washington, D. C.

Dear Mr. Hoffa:

I understand from a member of the Harvard Law School Forum that you will be speaking under the sponsorship of that group at Harvard sometime this fall or early next year. When I was in Washington for a few days this summer, I was able to visit the impressive new building in which your Union has its offices. I spoke to one of your secretaries about the possibility of having you appear on a Harvard Radio Forum if you were ever in the Boston area this fall, and he said to write your office in early October. I am now wondering if you might possibly be able to find an opening in your schedule while in Cambridge to appear on the Forum.

WHRB, "Radio at Harvard for Greater Boston", has one of the largest audiences of any college station in the country. I might explain that the format of Harvard Radio Forum is not unlike that of NBC's Meet the Press, except that Harvard students representing various campus political organizations and news media serve as panelists. The program is thirty minutes in length, and can, of course, be recorded at your convenience.

We would certainly deem it a privilege and a pleasure to have you on the Forum, and I very much hope you can find an opening in your schedule while in Cambridge to arrange it. I can be reached at the above address.

Thank you very much for your time and consideration, and I look forward to hearing from you.

Sincerely,

Harry F. Greene
Producer of Harvard Radio Forum

ADMINISTRATIVE FILE ✓

Harvard Law School

X Invitation

HARVARD LAW SCHOOL FORUM

23 EVERETT STREET

CAMBRIDGE 38, MASSACHUSETTS

September 22, 1961

Mr. James Hoffa, President
International Brotherhood of Teamsters
Washington, D.C.

Dear Mr. Hoffa:

I have your telegram of 12 September 1961 and deeply regret that you will not be here on the 29th. We had indeed looked forward to one of the most stimulating forums in a long while.

You say that you can speak after the first of the year. May we suggest Friday, 12 January 1962 at 8:30 p.m. A reception and dinner in your honour will precede the forum, and we shall be glad to pay your expenses in connection with your visit to Cambridge. If there is another date on which you would prefer to speak, please inform us accordingly.

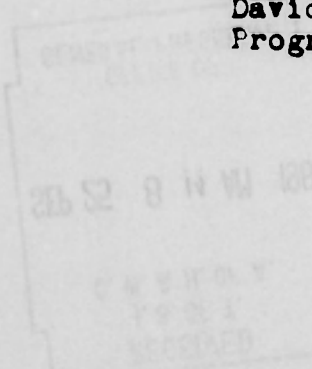
We assume that you still wish to speak on "Area Contracts and the Teamsters," and we hope that you will cover your topic as broadly as possible, emphasizing your position on area contracts with relation to the over-all goals and philosophy of the Teamsters.

We look forward to hearing from you in the near future.

Very truly yours,

David Berman

David Berman
Programming Vice President



WESTERN UNION
SENDING BLANK

CALL LETTERS MDV 9/12/61 CHARGE Int. Bro. of Teamsters

Mr. David Berman, Vice Pres.
in Charge of Programming
Harvard Law School
Cambridge, Massachusetts

ADMINISTRATIVE FILE
Harvard Law School
X Invitation
X

Re my speaking engagement with the Harvard Law School Forum scheduled for Sept. 29, 1961, regret unable to keep this date since I am at present heavily engaged in negotiations. Will be happy to accept another date after the first of the year.

James R. Hoffa
General President

Send the above message, subject to the terms on back hereof, which are hereby agreed to

PLEASE TYPE OR WRITE PLAINLY WITHIN BORDER—DO NOT FOLD

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WESTERN UNION
SENDING BLANK

CALL LETTERS MDV 7/27/61 CHARGE TO Int. Bro. of Teamsters

Mr. David Berman, Vice Pres. in
Charge of Programming
2213 Funston Street
Hollywood, Florida

Re your telegram I will be happy to speak at your Forum
on September 29, 1961, in Cambridge. As soon as
my travel schedule is completed, I shall be in touch
with you again.

James R. Hoffa
General President

Send the above message, subject to the terms on back hereof, which are hereby agreed to

PLEASE TYPE OR WRITE PLAINLY WITHIN BORDER—DO NOT FOLD
(107—(2-4-55))

CLASS OF SERVICE
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WESTERN UNION TELEGRAM

SYMBOLS
DL = Day Letter
NL = Night Letter
LT = International
Letter Telegram

The filing time shown at the date line on domestic telegrams is LOCAL TIME at point of origin. Time of receipt is LOCAL TIME at point of destination.

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A HWA188 LONG ML PD HOLLYWOOD FLO 26
JAMES MOFFA, PRESIDENT

INS BROTHERHOOD OF TEAMSTERS WASHDC
SIR: IN LIGHT OF PREVIOUS CORRESPONDENCE, THE HARVARD LAW SCHOOL
FORUM WOULD BE HAPPY TO HAVE YOU SPEAK ON 29 SEPT 1961 AT 8:00
PM IN CAMBRIDGE. RECEPTION AND DINNER IN YOUR HONOR TO PRECEDE
FORUM. TOPIC OF YOUR OWN CHOOSING. IF DATE IS UNSUITABLE PLEASE
INDICATE CONVENIENT DATE, PREFERABLY FRIDAY. COLLECT ANSWER
MAY BE WIRED TO ME AT 2213 FUNSTON ST, HOLLYWOOD, FLORIDA
DAVID BERMAN VICE PRES IN CHARGE OF PROGRAMMING.

JUL 26 PM 11 01

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ADMINISTRATIVE FILE ✓
Harvard Law School
HARVARD LAW SCHOOL FOR *Josiah S. III*
23 EVERETT STREET *Invitation*
CAMBRIDGE 38, MASSACHUSETTS

March 23, 1961

Mr. James R. Hoffa
General President
c/o Mr. H.J. Gibbons
Executive Assistant to the President
Int. Brotherhood of Teamsters
Washington 1, D.C.

Dear Mr. Gibbons:

Thank you for your kind letter of the 16th of March, and your suggestion for postponing negotiations for setting a date until September is quite acceptable.

With a modicum of luck, I anticipate leaving the Harvard Law School area this June, but I am confident my successor in office will be in touch with you in the fall.

Thank you again for your help in this matter.

Sincerely yours,

Josiah S. Murray III
Josiah S. Murray III

JSM/bs

ADMINISTRATIVE FILE

Harvard Law School
X Murray, Josiah S. III
X Invitation

March 16, 1961

Mr. Josiah S. Murray III
Harvard Law School Forum
23 Everett Street
Cambridge 38, Massachusetts

Dear Mr. Murray:

I have your letter of February 13th, and regret that President Hoffa's schedule forecloses any opportunity for him to appear before your forum during the current academic year.

Rather than attempt to set a date now, I would much prefer that you contact me around September, so that we can discuss at that time a possible date for President Hoffa's appearance.

Please advise me if this is agreeable to you.

Very truly yours,

H. J. Gibbons
Executive Assistant to the
General President

HJG:es

HARVARD LAW SCHOOL FORUM
33 EVERETT STREET
CAMBRIDGE 38, MASSACHUSETTS

February 13, 1961

Mr. James N. Hoffa
General President
c/o Mr. H.J. Gibbons
Executive Assistant to the President
Int. Brotherhood of Teamsters
Washington 1, D.C.

Dear Mr. Gibbons:

We are in receipt of your kind letter of the 3rd of March, and it is with much anticipation that we look forward to a visit by Mr. Hoffa to the Cambridge area. However, since the academic year in the Harvard area terminates sometime prior to your Convention of the week of June 26, any possibility of a mutually acceptable date for our current season of programs seems to be effectively foreclosed.

However, may I suggest either the 29th of September or the 6th of October as possible dates for scheduling such a program? If either of these dates prove impossible, then any other Friday night during the fall would certainly be acceptable, barring unforeseen difficulties.

We hope to hear from you in the near future regarding this matter, and I am confident we can work out mutually acceptable arrangements.

Thank you again for any consideration you can give us in this matter.

Very truly yours,

Josiah S. Murray III
JSM/bs

ADMINISTRATIVE FILE ☒
Harvard Law School Forum
☒ Invitation
X _____

March 3, 1961

Mr. Richard E. Smith, President
Harvard Law School Forum
23 Everett Street
Cambridge 28, Massachusetts

Dear Mr. Smith:

Re your telegram of March 1, President Hoffa has asked me to advise you that he would make every effort to appear before the Harvard Law School Forum some time after the holding of our Convention during the week of June 26.

The date after our Convention can be arranged mutually satisfactorily. He shall make himself available at that time.

Very truly yours,

H. J. Gibbons
Executive Assistant to the
General President

HJG/yk

ADMINISTRATIVE FILE

Harvard Law School Forum

X Invitation

X

July 25, 1960

Mr. Richard E. Smith, President
Harvard Law School Forum
23 Everett Street
Cambridge 38, Massachusetts

Dear Mr. Smith:

Thank you for your communication of July 20th containing
your kind invitation to speak before your group.

The situation still facing our International Union and the
continuing existence of our Monitorship has made me deter-
mined to avoid all possible outside speaking engagements,
and I am, therefore, reluctantly advising you that I cannot
accept this invitation. In the event the situation changes
between now and the time you prepare your program for
next year, I would be happy to accept, if invited, at that time.

Very truly yours,

James R. Hoffa
General President

JRH/yk

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HARVARD LAW SCHOOL FORUM
33 EVERETT STREET
CAMBRIDGE 38, MASSACHUSETTS

July 20, 1960

Mr. James R. Hoffa, President
International Brotherhood of Teamsters
25 Louisiana Avenue, NW
Washington, D.C.

Dear Mr. Hoffa:

To follow through on correspondence which has passed between our organization and yourself over the past year, the Harvard Law School Forum once again takes pleasure in inviting you to take part in one of our programs.

As you may recall, the Forum is a non-profit, non-political organization whose object is to bring before the Boston-Cambridge university community outstanding programs and speakers. Our speakers in the past have included former President Harry S. Truman, Mrs. Eleanor Roosevelt, the late Aneurin Bevan, Premier Fidel Castro, Archbishop Makarios, president-elect of Cyprus, the late John Foster Dulles, and Mr. Walter Reuther, Vice-President of the AFL-CIO.

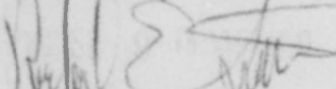
Our programs of this type typically include an address by our speaker of about 45 minutes followed by a question and answer period with a panel and questions from the audience. However, this format may be varied to suit your wishes.

Our programs are usually held on a Friday evening, but if this is inconvenient for you, I am sure some other day would prove satisfactory. Our schedule now is flexible enough so that virtually any evening after September 22d would be suitable for us. Customarily, our programs are preceded by a dinner and followed by a reception at the Harvard Faculty Club at which the members of the Forum staff and other guests are afforded an opportunity of meeting our speakers.

Since we are a non-profit organization, we are unable to pay an honorarium. We do, however, pay all expenses, including travel, for our guests.

I shall look forward to hearing from you shortly. We sincerely hope you will be able to be with us.

Sincerely,

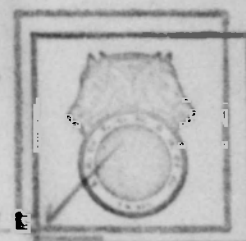

Richard S. Smith
President

INTERNATIONAL BROTHERHOOD OF TEAMSTERS
CHAUFFEURS • WAREHOUSEMEN & HELPERS
OF AMERICA

OFFICE OF
JAMES R. HOFFA •
GENERAL PRESIDENT
25 COLUMBIA AVE., N.W.

WASHINGTON 1, D.C.

2 November 1960



ADMINISTRATIVE FILE

Harvard Law School
X Cox, Archibald

Dear Mr. Cox:

I read with interest your article on Internal Affairs of Labor Unions under the Labor Reform Act of 1959 which appeared in Volume #58 of the Michigan Law Review. I notice from a footnote in the article that portions of this article were delivered as a lecture at the Institute of Industrial Relations at the University of California in Los Angeles.

Ordinarily, I would overlook an article of this kind, but since it is made by a person of your caliber and in so vital an area that affects the economic well-being of millions of workers, I feel it incumbent upon me to remark generally on your law review article.

You spotlighted momentarily the fact that the McClellan Committee hearings:

"were frequently marred by disrespect for the rights of witnesses",

but you indicate that notwithstanding this fact the Committee

"uncovered shocking evidence of internal misgovernment within a small handful of labor organizations. The disclosures built up pressures for reform."

This is a very significant statement. I am sure you recognize that you are in a position to mold the minds of young men and women who will eventually go out into the world as lawyers, pledged to uphold the Constitution of the United States. You appear to convey the thought that you are willing to overlook repeated invasions of the constitutional rights and privileges of individuals so long as the invader achieves a desired or popular objective. It occurs to me that this case is no different than the many cases in the law books of lawless law enforcement -- invasion of privacy -- wire tapping -- unlawful search and seizure, including the invasion of other constitutional rights, freedoms and liberties. In those cases, you know that courts have consistently frowned upon the use of the fruits harvested from such invasions and abuses. In my opinion, the Labor-Management Reporting and Disclosure Act of 1959 falls in that category.

Your article is peppered with several references concerning me in connection with the McClellan Committee record. These references, though carefully made, are suggestive and ring with overtones of wrong-doing and impropriety. You make such statements as,

"the McClellan Committee hearings demonstrated that important union officials were stealing from the members.....",

and then you use such pet phrases as,

"the desirability of stamping out the thievery"; "..... the hearings uncovered large 'loans' from union treasuries to union officials which had not been repaid";

and,

"more disturbing than the outright thievery brought out by the McClellan Committee was the evidence"

It might be well, if I might suggest, for you to point out to those young law students that no competent evidence was ever advanced to support the false malicious and scurrilous charges made by politicians on the McClellan Committee for their own personal aggrandizement, seeking only to make political profit as they attempted to accomplish their ulterior objective -- namely, to destroy labor unions. All this they did under false pretenses.

It might be well, also, to point out to those young law students the fact that, as witnesses appeared as "defendants" at a legislative trial, they were deprived of the right to be confronted by their accuser; deprived of the right to cross-examine witnesses; deprived of the right to present evidence in their own behalf; deprived of the right to be properly represented by adequate counsel. Though the McClellan Committee had several lawyers on it, it seems that none of them were familiar with Blackstone or Wigmore.

Legislative trials such as these have been proscribed by our founding fathers because they knew that there was no place for such trials in the free America which they envisaged. The McClellan Committee seems to have resurrected the legislative trial by fracturing the rules of evidence and whittling away at our Constitution which has been for so many years the pillar of democracy.

-3-

I am sure that you will consider these remarks in the spirit in which they are given in order that the problems presently confronting the American people today can be viewed in their proper perspective.

Yours very truly,

James R. Hoffa
James R. Hoffa
General President

Archibald Cox
Royall Professor of Law
Harvard Law School
Cambridge, Massachusetts

ADMINISTRATIVE FILE
Harvard University
X
X

October 28, 1960

C
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P
Y

Prof. John T. Dunlop
Harvard University
223 Littauer Center
Cambridge 38, Massachusetts

Dear John:

I have checked with Dan Packard of the American Trucking Association, who informs me that you can have a copy of the ninth annual forum of trucking industrial relations at half price; i.e., \$4.88. The volume sells regularly at \$9.76. If you wish to order a copy, please write directly to Dan Packard at A.T.A., 1424 - 16th Street, N.W., Washington, D. C.

If you have time on your next trip to Washington, come in and let us hear from you. Best wishes,

Cordially,

Abraham Weiss
Economist

AW/lp

HARVARD UNIVERSITY

JOHN T. DUNLOP

226 LITTAUER CENTER
CAMBRIDGE 38, MASSACHUSETTS

October 20, 1960

Mr. Abraham Weiso, Research Director
Intl. Brotherhood of Teamsters
25 Louisiana Avenue, N. W.
Washington 1, D. C.

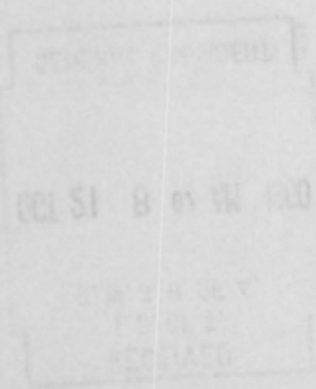
Dear Al:

I see that the trucking association has published
a proceedings of its ninth annual forum of trucking
industrial relations. I wonder if there is any way that
you can get me a copy of this book at a modest price.

With kindest personal regards,

Sincerely yours,

John
John T. Dunlop



ADMINISTRATIVE FILE ✓

Harvard Law School

X

X Invitation

March 10, 1960

Mr. David N. Levinson, President
Harvard Law School Forum
23 Everett Street
Cambridge 38, Massachusetts

Dear Mr. Levinson:

I have your letter of March 8th concerning
the possible dates which are open to me and
again, I most deeply regret that commitments
over which I have no control will make it im-
possible for me to be at Harvard prior to April 29th
and possibly for a week or two thereafter.

However, I am sure that we will be able to get
together on some other date in the near future.

Very truly yours,

James R. Hoffe
General President

JRH/je /JK

HARVARD LAW SCHOOL FORUM
23 EVERETT STREET
CAMBRIDGE 38, MASSACHUSETTS

March 8, 1960

Mr. James R. Hoffa, President
International Brotherhood of Teamsters
25 Louisiana Avenue, N. W.
Washington, D. C.

Dear Mr. Hoffa:

Thank you for your letter of March 3. We hope that you will be able to visit with us.

Our current series is closing on April 29, when Mr. Walter Reuther will speak on some of the problems currently facing the labor community. Since you and Mr. Reuther have at times taken a somewhat different view of some of these problems and the solutions to them, we would like to have a program the preceeding week, preferably on Friday, April 22, in which you could discuss the situation as you see it.

Because of examinations, we do not feel that we should schedule a program after April 29. However, if April 22 is inconvenient for you, we would be happy to make arrangements for some other date prior to April 29.

Thank you kindly for your consideration.

Yours truly,

David N. Levinson
David N. Levinson
President

DNL:wes

ADMINISTRATIVE FILE ✓
Harvard Law School
Invitation
X

March 3, 1968

Mr. David N. Levinson, President
Harvard Law School Forum
23 Everett Street
Cambridge 38, Massachusetts

Dear Mr. Levinson:

Thank you for your kind invitation of February 29th to speak
before your forum.

Because of the heavy travel schedule and the problems facing
the International Union, it is impossible for me to set even a
tentative date to speak before your group.

However, it is my hope that if pressure slackens off in the next
month or two, I will be in a position to accept your kind
invitation. As soon as I am in a position to clear a date, I
will be very happy to be in touch with you.

Very truly yours,

James R. Hoffa
General President

JRH/yk

(18)
HARVARD LAW SCHOOL FORUM
22 EVERETT STREET
CAMBRIDGE 38, MASSACHUSETTS

February 29, 1960

Mr. James R. Hoffa, President
International Brotherhood of Teamsters
25 Louisiana Avenue, N. W.
Washington 1, D. C.

Dear Mr. Hoffa:

In response to your kind letter of October 19, we wish to renew our invitation to you to speak at a meeting of the Harvard Law School Forum.

The Forum is a non-profit, non-political organization of law students, whose objective is to bring before Cambridge audiences timely issues and prominent public personalities in the fields of literature, religion, politics, labor, and the liberal arts generally. The organization is entirely student led. In addition to attracting large audiences from the university community and the cities of Cambridge and Boston, the forums are re-broadcast throughout New England and are accorded wide press coverage.

Among our recent speakers have been Governor Edmund Brown of California; Governor Luther Hodges of North Carolina; Premier Fidel Castro of Cuba; M. E. Mikhail Menshikov, ambassador from the U. S. S. R.; A. E. Abba Eban, former ambassador from Israel; and former President Harry S. Truman.

As for a date, with the exception of April 1-8 (when Harvard is on vacation) and April 29, all dates are currently open. We usually plan our programs on Friday evenings and March 25 would be particularly convenient from our standpoint. However, should you find some other date more convenient, we would be happy to make the necessary arrangements.

We hope that you will be able to visit with us.

Yours truly,

David N. Levinson

David N. Levinson
President

DNL:wes

ADMINISTRATIVE FILE
✓ Harvard Law School
X Invitation
X

October 19, 1959

Mr. David N. Levineon
Harvard Law School Forum
23 Evaratt Street
Cambridge 38, Massachusetts

Dear Mr. Lavinson:

Thank you for your letter of October 15, 1959.

Because of my currently heavy schedule and my inability to make a definite commitment on a date to speak to your group, I deeply regret that I must decline this invitation.

Perhaps after the first of the year I will be in a better position to accept speaking engagements. Hoping I have not embarrassed or inconvenienced you, I remain

Very truly yours,

James R. Hoffa
General President

JRH/yk

HARVARD LAW SCHOOL FORUM
22 EVERETT STREET
CAMBRIDGE 38, MASSACHUSETTS

October 15, 1959

Mr. James R. Hoffa
General President
International Brotherhood of Teamsters
25 Louisiana Avenue, N. W.
Washington 1, D. C.

Dear Mr. Hoffa:

I understand that Mr. Joel Scheinert has informed you that, in view of the considerable student interest in your impending visit to Harvard, the Student Bar Association has enlisted the administrative facilities of the Harvard Law School Forum. At this time, the Forum is attempting to make final plans for your visit.

As to a definite date, the 6th of November is our preference. Advance publicity has mentioned November 5th as a possible date and this is quite satisfactory to us. If some other date would be more convenient for you, arrangements could be made accordingly. The only date in November now closed in our schedule is November 13th.

The program itself is scheduled to begin at 8 p.m. If your schedule permits, we would like to invite you to join us for dinner at the Harvard Faculty Club before the program. And if you are able to visit with us for a while after the program, we would like to invite you to a small reception in your honor at the Law School.

We would naturally make arrangements for your travel and for your living accommodations while in Cambridge, following any suggestions you may have.

We would appreciate it if you could let us know as soon as possible your preference as to a definite date so that we can make final arrangements for your visit.

Yours truly,

David N. Levinson
David N. Levinson
Vice President

DNL:mbp

34

THE HARVARD STUDENT BAR ASSOCIATION
A CHAPTER OF THE AMERICAN LAW STUDENTS ASSOCIATION
SPONSORED BY THE AMERICAN BAR ASSOCIATION

HARVARD LAW SCHOOL
CAMBRIDGE 38, MASSACHUSETTS

September 25, 1959

Mr. James R. Hoffa
President, Teamsters Union
25 Louisiana Avenue, N.W.
Washington 1, D.C.

Dear Mr. Hoffa:

I would like at this time to set a definite date for your appearance at the Harvard Law School. As I mentioned in my previous letter, we have November 4 and 5 open. It appears now that our most convenient date would be November 6, but you can choose from any one of those three.

We would like to have dinner at approximately 6:00 p.m., with your talk to begin at 8:00 p.m. We would also like to have a cocktail party afterwards if you have the time available.

We would be happy to have someone meet you at the airport if you will just let us know the time of your arrival.

The announcement of your appearance here has met with an overwhelming response, not only from students in the Law School but from all parts of the University. Therefore, we have availed ourselves of the administrative apparatus of the Harvard Law School Forum in putting on this meeting. They have wide experience in putting on large meetings and will help us greatly in making everything go smoothly.

After your speech we would like to have a question-answer period, with questions from both the student body and members of the Faculty. We hope this meets with your approval but we can eliminate it if you object to this procedure.

Thanking you for your kind consideration, I am

Sincerely yours,

Joel L. Scheinert

Joel L. Scheinert
President, Student Bar Association
331 Harvard Street
Cambridge, Massachusetts

33
August 10, 1959

Mr. Joel L. Schneinert, Pres.
193-46 Kano Avenue
Holliewood, New York

Dear Mr. Schalaert:

With respect to your letter of the 6th, I shall be happy to accept your kind invitation to speak at Harvard on the 4th or 5th of November, 1959.

However, I must make this acceptance contingent upon my schedule around that date. I suggest that you contact me about the middle of October for final word.

Very truly yours,

JAMES R. HOFFA
GENERAL PRESIDENT

JRH/yk
JK

THE HARVARD STUDENT BAR ASSOCIATION

A CHAPTER OF THE AMERICAN LAW STUDENTS ASSOCIATION
SPONSORED BY THE AMERICAN BAR ASSOCIATION

HARVARD LAW SCHOOL
CAMBRIDGE 38, MASSACHUSETTS

August 6, 1959

Mr. James R. Hoffa
Teamsters Building
Washington, D.C.

Dear Mr. Hoffa:

I am writing this letter to ask you to speak at Harvard in the Ames Courtroom of the Law School on the 4th or 5th of November, 1959. Each year, the Harvard Student Bar Association tries to present four or five leading personalities to the student body so that they may gain some practical insight into their chosen profession which is impossible to obtain in the classroom.

I realize that you are extremely busy and that your time is limited. However, this would give you an opportunity to present your views in the home grounds of both Sen. Kennedy and his advisor, Prof. Archibald Cox. I am sure that you would have a large and attentive audience and one which would enjoy hearing your side of the story.

With this in mind, I would like to suggest as a topic, the various labor bills now before congress or the one that may be passed by the time of your appearance. If the date mentioned is not convenient, I hope that you will suggest an alternative one and I am sure that we could make suitable arrangements. Thank you for your kind consideration and I look forward to hearing from you.

Sincerely yours,

Joel L. Scheinert

Joel L. Scheinert, Pres.
193-46 Keno Avenue
Holliswood, N.Y.

ADMINISTRATIVE FILE
Harvard University
X Dissertation
X

September 30, 1959

Mr. Lee Nestor
Erwin Weay, Ruthrauff & Ryan, Inc.
Oliver Building
Pittsburgh 22, Pa.

Dear Mr. Nestor:

My secretary has given me your message and I must regrettably advise you that I am still in no position to make a definite commitment for October 21.

Therefore, I suggest that you ask someone else for this date. Please accept my apologies if I have inconvenienced you by not replying earlier.

Very truly yours,

James R. Hoffa
General President

JRH/yk

ERWIN WAREY, RUTHHAFF & RYAN, INC.
W. S. WALKER DIVISION

Advertising

OLIVER BUILDING • PITTSBURGH 22, PENNSYLVANIA • GRANT 1-1900

August 11, 1959

LEE NESTOR
VICE PRESIDENT
PUBLIC RELATIONS

Mr. James R. Hoffa
General President
International Brotherhood of Teamsters
23 Louisiana Avenue, N.W.
Washington 1, D. C.

Dear Mr. Hoffa:

Thank you for your quick reply to our request that you address the October 21 meeting of the Harvard Business School Club, and for your agreement to appear if your schedule permits.

As I am sure you realize, a great deal of interest surrounds this meeting. We want to make an announcement to club members and to invite Mr. Thomas Fagan and one or two other people who have a particular interest in hearing you speak. We will be looking forward to an early confirmation.

Once again, thank you for your consideration.

Sincerely,

Lee Nestor
Lee Nestor

LN:rp

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ST. PAUL • WASHINGTON, D. C. • LONDON • NEWCASTLE • RIO DE JANEIRO • SAN PAULO • STOCKHOLM • TORONTO

✓ ADMINISTRATIVE FILE
Harvard University
X Weber, John W.
X Invitation

July 30, 1959

Mr. John W. Weber
Vice President
Labor-Management Relations Club
Harvard University
Soldiers Field
Boston 63, Mass.

Dear Mr. Weber:

With respect to your letter of July 27th, I shall be happy to work out a speaking arrangement date sometime this fall.

If you will communicate with me the latter part of September, I am sure a suitable date can be worked out.

Very truly yours,

Jama B. Hoffa
General President

JRH/JK/ja

LABOR-MANAGEMENT RELATIONS CLUB

THE GRADUATE SCHOOL OF BUSINESS ADMINISTRATION
HARVARD UNIVERSITY • SOLDIERS FIELD
BOSTON 63, MASSACHUSETTS

"... dedicated to fostering a greater interest
and understanding of current problems and
attitudes in the area of labor-management
relations..."

—Club Constitution

27 July 1959

Mr. James M. Hoffa, President
International Brotherhood of Teamsters
Teamsters' Building
Washington, D. C.

Dear Mr. Hoffa:

The Labor-Management Relations Club of the Harvard Business School is presently preparing its program of speakers for the 1959-1960 school year, particularly for the fall semester. We could very much appreciate having you as a featured speaker sometime during the year.

As you may know, the Labor-Management Relations Club presents speakers and seminars for the purpose of creating a better understanding of the problems of workers and management in their dealings with each other. Our membership consists of well over two-hundred students. Further, members of the Advanced Management Programs and the Trade Union Programs of the Harvard Business School are always invited to participate in our meetings. In short, the group to which you could speak consists of many potential business and labor leaders of the future.

Because of the Teamsters' prominent position in the American labor movement, and because of your plans for a combine of the international transportation unions, we could be particularly pleased to hear you speak. You could be free to speak on any subject that you feel could be of interest to the students. A talk simply on your philosophies of labor-management relations could be of extreme interest; or more specifically, we could like to hear of the potentialities of a transportation union combine.

The usual meeting consists of a talk of approximately 45 minutes followed by a question-and-answer period and cocktails. Unless you desire otherwise, the club could prefer to avoid all the currently-vogue references to alleged corruption within the Teamsters union.

I am sure that you normally do not address student groups. However, it could seem that a talk as mentioned above might

✓ ADMINISTRATIVE FILE
Harvard Business
School
X Invitation

August 10, 1959

Mr. Lee Nestor
Oliver Building
Pittsburgh 22, Pa.

Dear Mr. Nestor:

I am in receipt of your kind invitation to address the
Harvard Business School Club, and I suggest that
you contact me the early part of October.

If my schedule permits, I shall be happy to address
this group.

Very truly yours,

JAMES R. HOFFA
GENERAL PRESIDENT

JRH/yh

JK

16

ERWIN WAREY, RUTHRAUFF & RYAN, INC.
W. S. WALKER DIVISION

Advertising

OLIVER BUILDING • PITTSBURGH 22, PENNSYLVANIA • GRANT 1-1800

August 7, 1959

LEE NESTOR
VICE PRESIDENT
PUBLIC RELATIONS

Mr. James Hoffa
President
International Teamsters Union
Washington, D. C.

Dear Mr. Hoffa:

This city's Harvard Business School holds monthly dinner meetings at which prominent and newsworthy leaders from all fields are invited to speak. Guest speakers are chosen for their ability to enlighten club members on subjects outside their experience but of vital importance to them in their jobs and in their daily lives.

It is our opinion that both you and your organization have had and will continue to have a tremendous influence on the national business and political scenes. The controversy now surrounding labor legislation, the charges and counter charges being flung about, the continuing debate between legislators and union officials -- not to mention between legislators and legislators; all these factors have obscured many of the genuine issues in which you and the teamsters are involved. For these reasons we would like to extend an invitation to you to attend and address the October 21 meeting of the Harvard Business School Club of Pittsburgh.

We can assure you an eager and attentive audience, albeit one in which you are bound to find opinions widely different from your own. But club members do want to hear both sides of every controversy, and feel that no one can present your side as tellingly as you.

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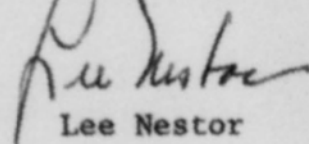
Mr. James Hoffa

- 2 -

August 7, 1959

We are sure you will be interested in knowing, if you don't already know, that a professor of the Harvard Business School has already gone on record in predicting that you, Mr. Hoffa, will emerge as the most responsible and effective labor leader of the twentieth century. We welcome the opportunity to hear you, and to make our own appraisals. Will you kindly let us know whether or not you will be available and agreeable to joining us on October 21.

Sincerely,



Lee Nestor

LN:rp

ERWIN WAREY, RUTHRAUFF & RYAN, INC.
W. S. WALKER DIVISION
OLIVER BUILDING - PITTSBURGH 22, PENNSYLVANIA



Mr. James R. Hoffa
President
International Teamsters Union
Washington, D. C.

CERTIFIED
No 782690
MAIL

TEAMSTERS NEWS SERVICE
25 Louisiana Ave. N.W.
Washington, D. C.
July 10, 1959

ADMINISTRATIVE FILE

Harvard University

X

**HARVARD PROFESSOR PREDICTS
GREATNESS FOR HOFFA**

(Teamster News Service)

CAMBRIDGE, MASS. (SPECIAL)—A Harvard University professor has predicted that James R. Hoffa "may emerge as one of the outstanding labor leaders of all time."

Writing in the June issue of the Harvard Business School Bulletin, James J. Healy, associate professor of industrial relations, declared that "management must come to accept the fact that the American labor movement is an effective symbol and an indispensable partner in our free society."

Chiding anti-union forces in America, Professor Healy wrote that "if we openly or secretly hope that American unions will pass from the scene, if we believe they are essentially alien to our national tradition, then we naturally set Hoffa as the true symbol of unionism and smize upon him as a club with which we beat all of American labor."

"We ignore the total facts and implications of the Hoffa case and fail to assess this unhappy incident in the total context of the labor movement. Worst of all, perhaps, we magnify his importance and then go on to lose the potential benefits of constructive union participation in the national emergency by casting the entire movement in the role of a second-class, and highly undesirable, citizen."

"Actually," Professor Healy continued, "when we look at James Hoffa with some objectivity, three significant facts emerge which

-more-

complicate the neat black-and-white picture we have painted of the man:

"(1) Mr. Hoffa has scrupulously maintained a sincere interest in the members of his own union. Over the years he has gone out of his way to establish a close rapport with his constituents. Too many other union leaders have lost their sense of responsibility to their constituents which has been a hallmark of Hoffa's career. They have lost touch with their membership, while Hoffa has a loyal membership following.

"(2) If we search the facts very carefully we have to admit that most employers who have had genuine collective bargaining experience with Mr. Hoffa respect him and view him as a person whose word at the bargaining table is entirely reliable. He has, in fact, developed substantial support in the inner circles of many employer groups with which he has had occasion to deal.

"(3) Finally, we would have to agree that some of the greatest saints had their schooling in sin. In my own opinion, there is a very good chance that Mr. Hoffa--considering the potential within his character--will be back in the fold of the American Federation of Labor within about five years and may even merge as one of the outstanding labor leaders of all time."

Professor Healy expressed the hope that "managers will uphold the principle of free trade unionism as vigorously as they do free business enterprise and move with equal caution on any measures to tamper with either one--measures which may be proposed in the heat of public concern over several obnoxious incidents."

He said that labor "is every bit as dedicated to the goals of the free world as is American management."

ADMINISTRATIVE FILE
Harvard University
A. Brown, Luzerne
X

July 1, 1959

The Honorable Anaurin Bevas
Asheridge Farms Near Chesham
Bucks, England

Dear Sir:

The attached is self-explanatory.

I hope the service will prove valuable to you.

Fraternally yours,

H. J. Gibbons
Executive Assistant to the
General President

HJG/yk
Enc.

HARVARD UNIVERSITY

SUMNER H. SLIGHTER
Littauer University Professor

229 LITTAUER CENTER
CAMBRIDGE 38, MASSACHUSETTS
June 30, 1958

Mr. E. J. Gibbons
Executive Assistant to the General President
International Brotherhood of Teamsters,
Chauffeurs, Warehousemen and Helpers
25 Louisiana Avenue, N.W.
Washington 1, D. C.

Dear Harold:

Thank you for your note. I am glad to
have the Japanese letter sent to Mr. Bayan
and he will receive copies from now on.

Cordially yours,

ADMINISTRATIVE FILE
Harvard University
X

June 26, 1959

C
O
P
Y

Professor Sumner Schlichter
Department of Economics
Harvard University
Cambridge, Massachusetts

Dear Professor:

Recently while visiting London, I had occasion to show Aneurin Bevan a copy of the Economic Summary that you make out for a Japanese newspaper, and which you so kindly mailed a copy to me.

He was very interested in the contents of the summary, and I wondered whether or not you would be so kind as to place him on the mailing list to receive this.

Would it be possible to oblige Mr. Bevan in this request? If you could, I would appreciate it and am certain Mr. Bevan would also. In the event it is possible, please forward it to:

Aneurin Bevan
Acherige Farms
near Chesham
Bucks', England

Very truly yours,

M. J. Gibbons,
Executive Assistant to
the General President

MJG/ja

House of Commons,
London, E.C.4

4th June, 1959

Dear Mr. Gibbons,

Thank you for your very kind letter. Certainly I shall be glad to receive copies of your summary as it is published.

My wife joins me in sending best wishes to you.

Yours sincerely,

Aneurin Bevan
Aneurin Bevan

Mr. Harold J. Gibbons,
International Brotherhood of
Teamsters, Chauffeurs, Warehousemen
& Helpers of America.
25 Louisiana Avenue, N.W.
Washington 1, D.C.

ADMIN FILE
Harvard University
HARVARD UNIVERSITY
TRADE UNION PROGRAM

JOSEPH P. O'DONNELL
Executive Director

SOLDIERS FIELD
BOSTON 62, MASSACHUSETTS

file
June 1, 1959

Mr. James Hoffa, President
Int'l. Brotherhood of Teamsters
Washington 1, D.C.

Dear Sir and Brother:

The Twenty-Sixth Session of the Harvard University Trade Union Program will begin on September 16 and continue through December 11, 1959. As in the past, this will be a thirteen-week course in which the emphasis is upon the importance of a responsible and enlightened leadership.

In view of the present developments in the legislative field, both at Congressional and State levels, we, in organized labor, need to be exceptionally alert. The Trade Union Program takes pride in keeping abreast of these developments and in making union leaders aware of their administrative responsibilities in an ever-changing industrial society.

We wish to extend to you and your colleagues a standing invitation to visit the Program while it is in session. We would be pleased to have you meet with the students, attend classes and participate in our discussions.

Enclosed is a copy of the bulletin containing detailed information about the Harvard University Trade Union Program. We sincerely hope that your organization will participate in our educational work. If there is any further information you desire, we will be pleased to send it to you.

With sincere thanks and best wishes, I am,

Fraternally yours,

Joseph P. O'Donnell

JPO'D w
enclosure

Trade Union Program

Labor organizations have acquired wide recognition and great influence in modern society. The officers and leaders of unions at each level in the structure of their organizations are required to assume large responsibilities. Union members expect the internal affairs of their organizations to be managed competently, collective bargaining agreements administered intelligently, and community and public relations maintained on a constructive basis.

The Harvard University Trade Union Program is designed to provide training for executive and administrative responsibilities and to enable union officers to play more important and useful roles in the labor movement and the community in general. The courses deal with actual policy questions, problems, and decisions which confront the union leader in the discharge of his responsibilities. Attention is directed to organizing activities, negotiation and administration of agreements, presentation of problems to government agencies and arbitrators, relations with the community, and related problems. It is not the purpose of the Program to train technicians, such as economists, statisticians, or editors of trade union journals and other publications.

The extensive library and research facilities, together with the teaching skills of the Faculty are available to representatives of trade unions just as they are to representatives of business or other groups. Briefly stated, the Trade Union Program is an attempt to extend to the trade unions the same basic type of training for administrative responsibility which the University has long made available to men in the public civil service and those entering business administration. The emphasis of the entire program is upon the importance of responsible labor leadership.

The Twenty-Sixth Session will begin on September 16, 1959, and will continue until December 11, 1959. The Twenty-Seventh Session will start on February 24, 1960, and will continue until May 20, 1960. Two brief vacation periods will be announced at the beginning of each session.

No specific educational qualifications have been established. Some of the participating students have not completed grade school; a few have completed college and graduate school courses. The University is primarily interested in having the trade unions send men of intelligence and practical experience who are devoted to the labor movement and who expect to spend their careers in its service. The best test of a representative's qualifications for enrollment is a record of successful experience in the labor movement.

HISTORY OF THE PROGRAM

The Trade Union Program is now entering its eighteenth year. It was undertaken at the suggestion of union officials who felt there was a need for this type of training with particular emphasis on administrative responsibilities in the unions. After consultation with trade union representatives throughout the country and with the officers of Harvard University, the first class entered in September 1942. At the outset, a nine month course was offered, but on request of many of the unions this was eventually reduced to the present thirteen week intensive course. The shorter period is more adaptable to union representatives who cannot be spared from their duties for a full academic year.

Since the Program began in 1942, 590 representatives of American and overseas unions have attended. The average age of a Trade Union student is 36. The age range of a typical class is from 25 to 55 years.

Representatives who have enrolled in the Program have included International Vice Presidents, General and Special Organizers; International, Regional, State and District Representatives; Executive Board Members, Staff Representatives, including Business Agents, Chairmen, Committeemen, Auditors, Editors, Legislative Agents, Managers and Stewards.

METHODS OF INSTRUCTION

The total resources of the University are made available in this Program. Use is made both of special research studies conducted by members of the Faculty and of case studies collected from specific union organizations.

Case studies are descriptions of real trade union situations which representatives are facing at the present time. These cases are obtained by members of the Faculty and their research assistants directly from labor, business or government administrators and are presented for class discussion. The classroom discussion largely displaces the lecture as a means for the presentation of useful generalizations. The development of thought under the case system is from the particular situation to the broader generalization. A distinguishing characteristic which makes the case system an effective instrument of teaching is the fact that it arouses the interest of the student through its realistic flavor and then makes him an active rather than a passive participant in the instruction from which he learns to analyze and think systematically on union problems.

Another benefit of the case system is that problems properly presented furnish an opportunity for the student to acquire a broad acquaintance with both technical and general information about diverse problems of labor, not by the study of dissociated facts but as an incident in the intellectual process of working out decisions. This easy and natural way of acquiring information is wholly consistent with the more important task of training the mind to analyze and reach decisions. Working with such cases, the participants are assured of a practical approach to union problems, and at the same time through the medium of the class discussion, they share with one another the benefits of their varying backgrounds and experience.

In addition to the formal classroom approach, the Faculty encourages and stimulates informal discussion and preparation of class materials in meetings outside the class, usually in the Trade Union Lounge. These meetings are a vital and integral part of the Program and contribute immeasurably to the educational process.

The mid-morning coffee break, informal luncheons and other meetings of the group with individual members of the teaching staff and the small after class "bull sessions" provide additional opportunity for the exchange of ideas.

OUTLINE OF COURSES

A schedule of hours for each course is provided at the time of registration. Nearly all the subjects are prepared especially for the trade

union representatives and are taken by them alone; however two courses are taken with other students in the University.

The Faculty includes men with current experience, special training and knowledge in the field of labor, industry, arbitration, law, and government, as well as regular Faculty members of the University.

The formal study program is divided about equally among the following subjects:

- (1) Problems in Labor Relations
- (2) Economic Analysis
- (3) Labor Law
- (4) Trade Union Administration, Organization and Contemporary Problems
- (5) Wage Administration and Benefit Programs
- (6) American Labor History and International Labor Affairs
- (7) Public Speaking and Parliamentary Procedure
- (8) Collective Bargaining Seminar

Problems in Labor Relations

Emphasis is placed in this course on the proper orientation of company and union officials for the sound adaptation of management-union policies and procedures to the situations that are met in the negotiation and administration of union agreements.

Negotiation is explored as a form of administration embracing strategy, tactics and skills in the use of power and counterpower so as to achieve desirable patterns of relationships as well as to formulate workable contract provisions.

Once negotiated, an agreement is conceived as a system of jurisprudence effectively administered only as the work community is understood in all its complexities as a system of human relationships.

Economic Analysis

This course is designed to introduce the student to the basic concepts and methods of economic analysis. Particular attention is given

to the determination, composition and distribution of the national income and product, economic fluctuation and growth, the role of fiscal policy and the economic consequences of collective bargaining.

Reference is also made to statistical techniques and standard measurements of economic activity.

Labor Law

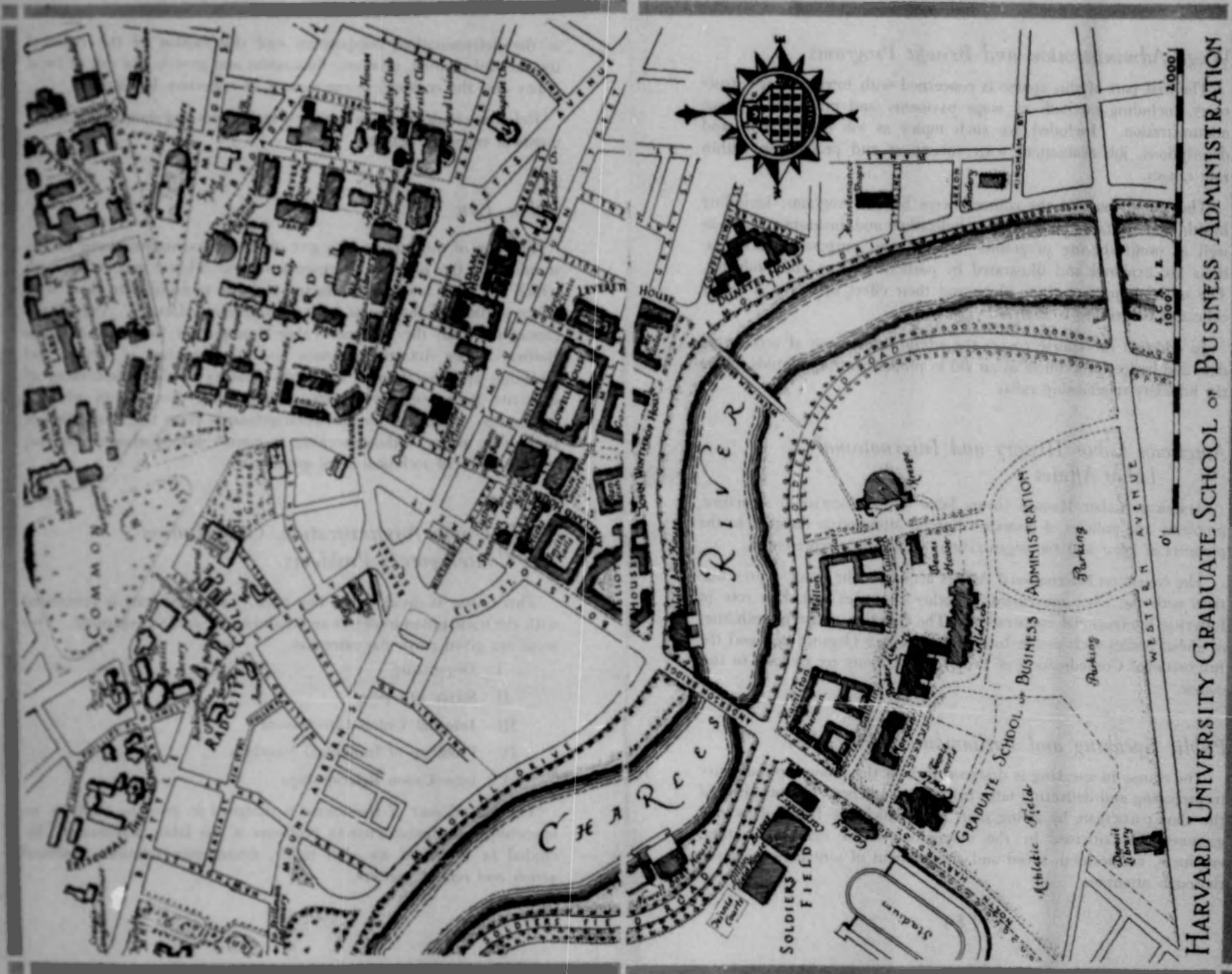
The aim of this course is to give union representatives some understanding of the judicial, administrative and arbitral process through which our labor laws are conducted and also to familiarize them with major portions of the law of labor-management relations. Attention is concentrated on the National Labor-Management Relations Act, the Railway Labor Act, the common and statutory law of strikes and picketing and the statutes and cases relating to the enforcement of collective bargaining agreements, including the provision to arbitrate grievances. Problems are discussed primarily from the standpoint of underlying policy without seeking to convey information concerning a wide range of technical legal questions.

Trade Union Administration, Organization and Contemporary Problems

This course is divided into two parts. The first part is concerned with the trade union leader as an administrator and an organizer. Five areas are given particular attention:

- I. Organizing
- II. Strike situations
- III. Internal Union Government
- IV. Problems of Individual Members
- V. Inter-Union Relationships

The second part of the course is designed to give the students an opportunity to discuss current problems of the labor movement. Included in this area are civil rights, community relations, political action and related matters.



Wage Administration and Benefit Programs

The first part of this course is concerned with internal wage structures, including methods of wage payments and problems of wage administration. Included are such topics as job classification and descriptions, job evaluation, wage incentives and progression within rate ranges.

The second part of the course covers benefit programs, including health and welfare, pension, hospitalization and insurance plans as well as profit sharing programs. Techniques, purposes and limitations are explored and illustrated by particular plans and problems. The initial impact of these plans and their effect upon the scope of collective bargaining is analyzed.

In addition the course covers the administrative use of accounting data and budget procedures as an aid to proper control of funds where the fiduciary relationship exists.

American Labor History and International Labor Affairs

American Labor History covers labor union formation, structure, problems and policies of growth. Special attention is directed to the pioneers of labor and the organizations which they represented.

The course on International Affairs acquaints the union representatives with the labor movements of other countries and their role in fostering international cooperation. The function and responsibilities of global bodies such as the International Labor Organization and the International Confederation of Free Trade Unions are covered in this course.

Public Speaking and Parliamentary Procedure

The course in speaking is designed to help the union representative in preparing and delivering talks before an audience. The members of the class participate by giving short talks which are followed by suggestions and criticisms by the instructor. Such items as gesture, emphasis, enunciation, speed and arrangement of sentences are given thorough attention.

The purpose of the course on parliamentary procedure is to acquaint each member with the fundamental rules of order. The motions most frequently used are discussed and put into practice during the class sessions. Each student is given an opportunity to conduct a meeting while other class members sit in as meeting members. The practical usage of this subject is stressed.

Collective Bargaining Seminar

Professor Sumner H. Slichter conducts a weekly afternoon seminar where the members of the Trade Union Program meet and hear a speaker prominent in the field of industrial relations. Students and Faculty from the Graduate School of Public Administration, the Department of Economics and members of the Advanced Management Program also attend the seminars. A dinner and an informal discussion period follow. Union leaders, business representatives, government officials and other authorities in the field have been guest speakers.

EXPENSES

As a general rule, the trade union which sends the representative pays his expenses and other charges of the program. Some unions have chosen to provide a fixed allowance to cover basic living costs. Other unions have continued to pay the regular salary and expense allowance of their representatives during their residence at Harvard.

Tuition for the course is \$600, plus a medical fee of approximately \$24.00. Living accommodations are available in the School dormitories. The room fees for the thirteen week period vary, but the price average approximates \$170 per person. An allowance of \$50 to \$75 normally covers all books required for the course.

Accommodations in the buildings are suites, consisting of living room, bedroom, and bath, the majority of which are designed for two occupants. The rooms are furnished and linen is provided. Charges include heat, light, and maid service.

Students in the Trade Union Program may take all their meals at Kresge Hall on the Business School grounds. Some may prefer to take

their evening meal at restaurants in Boston or Cambridge. Total costs of meals vary according to individual preferences, but \$300 should be considered a minimum in this regard.

In summary, the basic expenses, including tuition, for each student are approximately \$1200. Consideration should be given to the matter of transportation to and from Cambridge, Massachusetts, together with laundry, recreation and incidental expenses.

ALUMNI

Representatives from the following unions in the United States have been students in the Trade Union Program:

Aluminum Workers International Union
American Federation of Labor and Congress of Industrial Unions,
Direct Representatives
Automobile Workers of America, United
Bakery and Confectionery Workers' International Union of America
Boilermakers, Iron Shipbuilders and Helpers of America, International Brotherhood of
Bookbinders, International Brotherhood of
Boot and Shoe Workers' Union
Brewery, Flour, Cereal, Soft Drink and Distillery Workers; International Union of United
Building Service Employees' International Union
Carpenters and Joiners, United Brotherhood of
Chemical Workers' International Union
Electrical Workers, International Brotherhood of
Electrical Radio and Machine Workers' Union, International Union of
Engineers, International Union of Operating
Envelope Makers Federal Labor Union
Fire Fighters, International Association of
Glass Bottle Blowers Association
Hatters, Cap, and Millinery Workers' Union, United
Heat & Frost Insulators and Asbestos Workers, International Association of
Hosiery Workers, American Federation of
Hotel and Restaurant Employees and Bartenders International Union

Iron Workers, International Association of Bridge, Structural and Ornamental
 Ladies' Garment Workers Union, International
 Machinists, International Association of
 Maintenance of Way Employees, Brotherhood of
 Meat Cutters and Butcher Workmen of North America, Amalgamated
 Molders and Foundry Workers' Union of North America, International
 Musicians, American Federation of
 Office Employees' International Union
 Painters, Decorators and Paperhangers of America, Brotherhood of
 Paper Makers, International Brotherhood of
 Plumbing and Pipefitting Industry of U. S. and Canada; United Association of Journeymen and Apprentices of
 Post Office Clerks, National Federation of
 Post Office Motor Vehicle Employees, National Federation of
 Printing Pressmen and Assistants' Union of North America, International
 Railroad Signalmen, Brotherhood of
 Railroad Trainmen, Brotherhood of
 Railway and Steamship Clerks, Freight Handlers, Express and Station Employees, Brotherhood of
 Railway Carmen, Brotherhood of
 Railway Conductors and Brakemen, Order of
 Retail Clerks' International Association
 Rubber, Cork, Linoleum and Plastic Workers of America, United
 Sleeping Car Porters, Brotherhood of
 State, County and Municipal Employees, American Federation of
 Steelworkers of America, United
 Street, Electric Railway and Motor Coach Employees, Amalgamated Association of
 Teachers, American Federation of
 Teamsters, International Brotherhood of
 Textile Workers, United of America
 Textile Workers' Union of America
 Trainmen, Brotherhood of Railway
 Transport Service Employees of America, United
 Typographical Union, International

OVERSEAS PARTICIPATION

Through the cooperation of the Technical Assistance and Productivity Division of the International Cooperation Administration, The European Productivity Agency (O.E.E.C.) and the U. S. Department of Labor, the following countries have sponsored the attendance of union representatives in the Program:

| | |
|---------------|--------------------|
| AUSTRIA | JAPAN |
| BELGIUM | KENYA |
| DENMARK | NETHERLANDS |
| FRANCE | NORWAY |
| GERMANY | PERU |
| GREAT BRITAIN | PHILIPPINE ISLANDS |
| GREECE | SWEDEN |
| INDIA | TANGANYIKA |
| IRELAND | THAILAND |
| ITALY | UGANDA |

In addition, because of the Program's interest in international affairs, overseas Trade Unionists, individually or in teams, visit the school periodically under the auspices of the International Cooperation Administration, or the Departments of Labor and State. These visitors meet with the members of the Trade Union Program and often spend several days on the campus.

APPLICATIONS

Applications for the Program should be addressed to Joseph P. O'Donnell, Executive Director, Trade Union Program, Sherman Hall, Harvard University, Soldiers Field, Boston 63, Massachusetts. Requests for additional information will be given every attention.

Unions in the United States should file applications approximately one month before the beginning of the fall and spring programs.

A few scholarships in a limited amount are available to representatives of unions that are not in a position to assume all the expense in connection with participation in the Program. In cases where Scholarships are granted, the sponsoring labor organization is expected to cover at least a portion of the total costs. Further information concerning these scholarships can be secured by writing directly to the Executive Director of the Trade Union Program.

HARVARD UNIVERSITY
TRADE UNION PROGRAM

JOSEPH P. O'DONNELL
Executive Director

ADMINISTRATIVE FILE

Harvard University

SOLDIERS FIELD
BOSTON 63, MASSACHUSETTS

May 8, 1959

Mr. James Hoffa, President
Int'l. Brotherhood of Teamsters
25 Louisiana Avenue NW
Washington 1, D.C.

Dear Jimmy:

I wish to thank you personally, and also for the members of the 25th Trade Union Program, for the invitation to attend your speech on Wednesday evening. All of us found your talk to be interesting and enlightening.

The overseas men, who have heard of you only in the press, were especially pleased with your comments. Apparently your press in Europe is no better than in the United States and their being able to meet you personally corrected that situation. The American students, who have just completed the course in Labor Law, found your remarks to be most informative and helpful.

On our return to the Trade Union Lounge an interesting discussion commenced on the basis of your remarks. We are agreed that the impact of this law will be much more drastic than we have been led to believe. We also felt that this maze of law and administrative regulation is apt to discourage younger people in the labor movement from aspiring to positions of leadership. One of the overseas men, your counterpart from the Warehousemen's Union in Denmark, made the most incisive point of all, namely, that at a well attended meeting with both leaders and rank and file members in attendance, no one brought up the question of corruption or unethical practices. We are also aware that Nick Morrissey had asked questions on many topics.

The last point discussed was the fact that the Teamsters Union, in spite of legislative attack, is the fastest growing union in the labor movement. This, coupled with the fact of your independent status, should bring about recovery in some labor circles.

The men requested that I extend their very best wishes to you.

With many thanks, I am,

Fraternally yours,

Joe O'Donnell

HARVARD UNIVERSITY
TRADE UNION PROGRAM

JOSEPH P. O'DONNELL
Executive Director

SOLDIERS FIELD
BOSTON 63, MASSACHUSETTS

November 14, 1958

Mr. John F. English, Sec'y-Treas.
Int'l. Brotherhood of Teamsters
25 Louisiana Ave
Washington, D.C.

ADMINISTRATIVE FILE
Edward J. [unclear]
X
X

Dear Sir and Brother:

The next session of the Harvard University Trade Union Program will begin on February 18 and continue through May 15, 1959. Since this will be the 25th Session, we would like to celebrate the event by increased participation and support.

The 25th session will cover an intensive 13 week period. Briefly stated, the Trade Union Program is an attempt to offer to the Trade Unions the same basic type of training for administrative responsibility which Harvard University has long made available to men in the Public Civil Service, Law, Journalism and those entering Business Administration.

In the face of the present domestic and world situations, there is more than ever a need to acquaint union leaders with some of the problems which confront their organizations and the labor movement throughout the world.

Enclosed you will find a bulletin outlining the Program and its objectives.

I hope that your organization will participate in the Program.

With sincere best wishes, I am,

Fraternally yours,

Joseph P. O'Donnell

JPO'D:w
enc.

RECEIVED
NOV 14 1958
BOSTON 63, MASS.

HARVARD UNIVERSITY



TRADE UNION PROGRAM

Announces the
Twenty-Fourth and Twenty-Fifth Sessions
September 10 to December 2, 1958
February 18 to May 15, 1959

SPONSORED BY
THE COOPERATING LABOR ORGANIZATIONS
THE MITTAKEN SCHOOL OF PUBLIC ADMINISTRATION
THE GRADUATE SCHOOL OF BUSINESS ADMINISTRATION
THE DEPARTMENT OF ECONOMICS
LAW SCHOOL OF HARVARD UNIVERSITY

Trade Union Program

Labor organizations have acquired wide recognition and great influence in modern society. The officers and leaders of unions at each level in the structure of their organizations are required to assume large responsibilities. Union members expect the internal affairs of their organizations to be managed competently, collective bargaining agreements administered intelligently, and community and public relations maintained on a constructive basis.

The Harvard University Trade Union Program is designed to provide training for executive and administrative responsibilities and to enable union officers to play more important and useful roles in the labor movement and the community in general. The courses deal with actual policy questions, problems, and decisions which confront the union leader in the discharge of his responsibilities. Attention is directed to organizing activities, negotiation and administration of agreements, presentation of problems to government agencies and arbitrators, relations with the community, and related problems. It is not the purpose of the Program to train technicians, such as economists, statisticians, or editors of trade union journals and other publications.

The extensive library and research facilities, together with the teaching skills of the Faculty are available to representatives of trade unions just as they are to representatives of business or other groups. Briefly stated, the Trade Union Program is an attempt to extend to the trade unions the same basic type of training for administrative responsibility which the University has long made available to men in the public civil service and those entering business administration. The emphasis of the entire program is upon the importance of responsible labor leadership.

The Twenty-Fourth Session will begin on September 10, 1958 and will continue until December 5, 1958. The Twenty-Fifth Session will start on February 18, 1959, and will continue until May 15, 1959. Two brief vacation periods will be announced at the beginning of each session.

No specific educational qualifications have been established. Some of the participating students have not completed grade school; a few have completed college and graduate school courses. The University is primarily interested in having the Trade Unions send men of intelligence and practical experience who are devoted to the labor movement and who expect to spend their careers in its service. The best test of a representative's qualifications for enrollment is a record of successful experience in the labor movement.

HISTORY OF THE PROGRAM

The Trade Union Program is now entering its seventeenth year. It was undertaken at the suggestion of union officials who felt there was a need for this type of training with particular emphasis on administrative responsibilities in the unions. After consultation with trade union representatives throughout the country and with the officers of Harvard University, the first class entered in September 1942. At the outset, a nine month course was offered, but on request of many of the unions this was eventually reduced to the present thirteen week intensive course. The shorter period is more adaptable to union representatives who cannot be spared from their duties for a full academic year.

Since the Program began in 1942, 355 representatives of American and overseas unions have attended. The average age of a Trade Union student is 36. The age range of a typical class is from 25 to 55 years.

Representatives who have enrolled in the Program have included International Vice Presidents, General and Special Organizers; International, Regional, State and District Representatives; Executive Board Members, Staff Representatives, including Business Agents, Chairmen, Committeemen, Auditors, Editors, Legislative Agents, Managers and Stewards.

METHODS OF INSTRUCTION

The total resources of the University are made available in this Program. Use is made both of special research studies conducted by members of the Faculty and of case studies collected from specific union organizations.

Case studies are descriptions of real trade union situations which representatives are facing at the present time. These cases are obtained by members of the Faculty and their research assistants directly from labor, business or government administrators and are presented for class discussion. The classroom discussion largely displaces the lecture as a means for the presentation of useful generalizations. The development of thought under the case system is from the particular situation to the broader generalization. A distinguishing characteristic which makes the case system an effective instrument of teaching is the fact that it arouses the interest of the student through its realistic flavor and then makes him an active rather than a passive participant in the instruction from which he learns to analyze and think systematically on union problems.

Another benefit of the case system is that problems properly presented furnish an opportunity for the student to acquire a broad acquaintance with both technical and general information about diverse problems of labor, not by the study of dissociated facts but as an incident in the intellectual process of working out decisions. This easy and natural way of acquiring information is wholly consistent with the more important task of training the mind to analyze and reach decisions. Working with such cases, the participants are assured of a practical approach to union problems, and at the same time through the medium of the class discussion, they share with one another the benefits of their varying backgrounds and experience.

In addition to the formal classroom approach, the Faculty encourages and stimulates informal discussion and preparation of class materials in meetings outside the class, usually in the Trade Union Lounge. These meetings are a vital and integral part of the Program and contribute immeasurably to the educational process.

The mid-morning coffee break, informal luncheons and other meetings of the group with individual members of the teaching staff and the small after class "bull sessions" provide additional opportunity for the exchange of ideas.

OUTLINE OF COURSES

A schedule of hours for each course is provided at the time of registration. Nearly all the subjects are prepared especially for the trade

union representatives and are taken by them alone; although two courses are taken with other students in the University.

The Faculty includes men with current experience, special training and knowledge in the field of labor, industry, arbitration, law, and government, as well as regular faculty members of the University.

The formal study program is divided about equally among the following subjects:

- (1) Problems in Labor Relations
- (2) Economic Analysis
- (3) Labor Law
- (4) Trade Union Administration, Organization and Contemporary Problems
- (5) Wage Administration and Benefit Programs
- (6) American Labor History and International Labor Affairs
- (7) Public Speaking and Parliamentary Procedure
- (8) Collective Bargaining Seminar

Problems in Labor Relations

This course analyzes the Trade Union as an institution and stresses the patterns of labor-management relationships and the study of procedures involved in negotiating, launching and administering trade union agreements. Emphasis is placed on the social and interpersonal changes introduced in a plant with the entry of a union; the problem of working out constructive solutions to problems arising under the agreement, such as seniority and discipline, and factors to be considered in minimizing conflict. The Trade Union students attend this course with members of the Advanced Management Program at the Harvard Graduate School of Business Administration. Under this Program representatives of management spend a term at the University just as do the Trade Union Representatives.

Economic Analysis

This course is designed to introduce the student to the basic concepts and methods of economic analysis. Particular attention is given

to the determination, composition and distribution of the national income and product, economic fluctuation and growth, the role of fiscal policy and the economic consequences of collective bargaining.

Reference is also made to statistical techniques and standard measurements of economic activity.

Labor Law

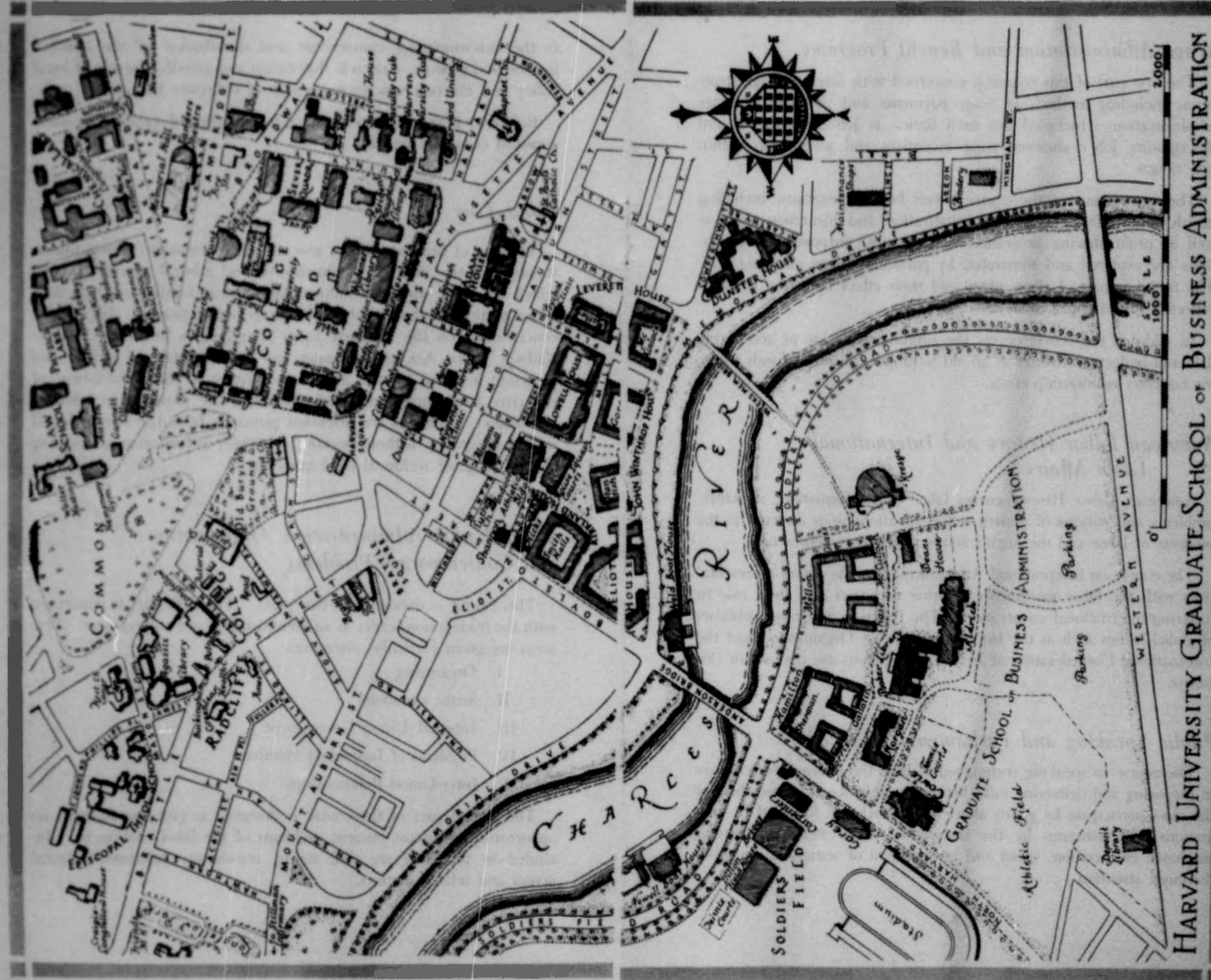
The aim of this course is to give union representatives some understanding of the judicial, administrative and arbitral process through which our labor laws are conducted and also to familiarize them with major portions of the law of labor-management relations. Attention is concentrated on the National Labor Management Relations Act, the Railway Labor Act, the common and statutory law of strikes and picketing and the statutes and cases relating to the enforcement of collective bargaining agreements, including the provision to arbitrate grievances. Problems are discussed primarily from the standpoint of underlying policy without seeking to convey information concerning a wide range of technical legal questions.

Trade Union Administration, Organization and Contemporary Problems

This course is divided into two parts. The first part is concerned with the trade union leader as an administrator and an organizer. Five areas are given particular attention:

- I. Organizing
- II. Strike situations
- III. Internal Union Government
- IV. Problems of Individual Members
- V. Inter-Union Relationships

The second part of the course is designed to give the students an opportunity to discuss current problems of the labor movement. Included in this area are civil rights, community relations, political action and related matters.



HARVARD UNIVERSITY GRADUATE SCHOOL OF BUSINESS ADMINISTRATION

Wage Administration and Benefit Programs

The first part of this course is concerned with internal wage structures, including methods of wage payments and problems of wage administration. Included are such topics as job classification and descriptions, job evaluation, wage incentives and progression within rate ranges.

The second part of the course covers benefit programs, including health and welfare, pension, hospitalization and insurance plans as well as profit sharing programs. Techniques, purposes and limitations are explored and illustrated by particular plans and problems. The initial impact of these plans and their effect upon the scope of collective bargaining is analyzed.

In addition the course covers the administrative use of accounting data and budget procedures as an aid to proper control of funds where the fiduciary relationship exists.

American Labor History and International Labor Affairs

American Labor History covers labor union formation, structure, problems and policies of growth. Special attention is directed to the pioneers of labor and the organizations which they represented.

The course on International Affairs acquaints the union representatives with the labor movements of other countries and their role in fostering international cooperation. The function and responsibilities of global bodies such as the International Labor Organization and the International Confederation of Free Trade Unions are covered in this course.

Public Speaking and Parliamentary Procedure

The course in speaking is designed to help the union representative in preparing and delivering talks before an audience. The members of the class participate by giving short talks which are followed by suggestions and criticisms by the instructor. Such items as gesture, emphasis, enunciation, speed and arrangement of sentences are given thorough attention.

The purpose of the course on parliamentary procedure is to acquaint each member with the fundamental rules of order. The motions most frequently used are discussed and put into practice during the class sessions. Each student is given an opportunity to conduct a meeting while other class members sit in as meeting members. The practical usage of this subject is stressed.

Collective Bargaining Seminar

Professor Sumner H. Slichter conducts a weekly afternoon seminar where the members of the Trade Union Program meet and hear a speaker prominent in the field of industrial relations. Students and Faculty from the Graduate School of Public Administration, the Department of Economics and members of the Advanced Management Program also attend the seminars. A dinner and an informal discussion period follow. Union leaders, business representatives, government officials and other authorities in the field have been guest speakers.

EXPENSES

As a general rule, the trade union which sends the representative pays his expenses and other charges of the program. Some unions have chosen to provide a fixed allowance to cover basic living costs. Other unions have continued to pay the regular salary and expense allowance of their representatives during their residence at Harvard.

Tuition for the course is \$600, plus a medical fee of approximately \$21.25. Living accommodations are available in the School dormitories. The room fees for the thirteen week period vary, but the price average approximates \$170 per person. An allowance of \$50 to \$75 normally covers all books required for the course.

Accommodations in the buildings are suites, consisting of living room, bedroom, and bath, the majority of which are designed for two occupants. The rooms are furnished and linen is provided. Charges include heat, light, and maid service.

Students in the Trade Union Program may take all their meals at Kresge Hall on the Business School grounds. Some may prefer to take their evening meal at restaurants in Boston or Cambridge. Total costs of meals vary according to individual preferences, but \$300 should be considered a minimum in this regard.

In summary, the basic expenses, including tuition, for each student are approximately \$1200. Consideration should be given to the matter of transportation to and from Cambridge, Massachusetts, together with laundry, recreation and incidental expenses.

ALUMNI

Representatives from the following unions in the United States have been students in the Trade Union Program:

Aluminium Workers International Union
American Federation of Labor and Congress of Industrial Unions,
Direct Representatives
Automobile Workers of America, United
Bakery and Confectionery Workers' International Union of America
Boilermakers, Iron Shipbuilders and Helpers of America, International Brotherhood of
Bookbinders, International Brotherhood of
Boot and Shoe Workers' Union
Brewery, Flour, Cereal, Soft Drink and Distillery Workers, International Union of United
Building Service Employees' International Union
Carpenters and Joiners, United Brotherhood of
Chemical Workers' International Union
Electrical Workers, International Brotherhood of
Electrical Radio and Machine Workers' Union, International Union of
Engineers, International Union of Operating
Envelope Makers Federal Labor Union
Fire Fighters, International Association of
Glass Bottle Blowers Association
Hatters, Cap, and Millinery Workers' Union, United
Heat & Frost Insulators and Asbestos Workers, International Association of
Hosiery Workers, American Federation of

Hotel and Restaurant Employees and Bartenders International Union
 Iron Workers, International Association of Bridge, Structural and Ornamental
 Ladies' Garment Workers Union, International
 Machinists, International Association of
 Maintenance of Way Employees, Brotherhood of
 Meat Cutters and Butcher Workmen of North America, Amalgamated
 Molders and Foundry Workers' Union of North America, International
 Office Employees' International Union
 Painters, Decorators and Paperhangers of America, Brotherhood of
 Paper Makers, International Brotherhood of
 Plumbing and Pipefitting Industry of U. S. and Canada; United Association of Journeymen and Apprentices of
 Post Office Clerks, National Federation of
 Post Office Motor Vehicle Employees, National Federation of
 Printing Pressmen and Assistants' Union of North America, International
 Railroad Signalmen, Brotherhood of
 Railroad Trainmen, Brotherhood of
 Railway and Steamship Clerks, Freight Handlers, Express and Station Employees, Brotherhood of
 Railway Carmen, Brotherhood of
 Railway Conductors and Brakemen, Order of
 Retail Clerks' International Association
 Rubber, Cork, Linoleum and Plastic Workers of America, United
 Sleeping Car Porters, Brotherhood of
 State, County and Municipal Employees, American Federation of
 Steelworkers of America, United
 Street, Electric Railway and Motor Coach Employees, Amalgamated Association of
 Teachers, American Federation of
 Teamsters, International Brotherhood of
 Textile Workers, United of America
 Textile Workers' Union of America
 Trainmen, Brotherhood of Railway
 Transport Service Employees of America, United

OVERSEAS PARTICIPATION

Through the cooperation of the Technical Assistance and Productivity Division of the International Cooperation Administration, The European Productivity Agency (O.E.E.C.) and the U. S. Department of Labor, the following countries have sponsored the attendance of union representatives in the Program:

| | |
|---------------|--------------------|
| AUSTRIA | ITALY |
| BELGIUM | KENYA |
| DENMARK | NETHERLANDS |
| FRANCE | NORWAY |
| GERMANY | PERU |
| GREAT BRITAIN | PHILIPPINE ISLANDS |
| GREECE | SWEDEN |
| INDIA | TANGANYIKA |
| IRELAND | THAILAND |
| | UGANDA |

In addition, because of the Program's interest in international affairs, overseas Trade Unionists, individually or in teams, visit the school periodically under the auspices of the International Cooperation Administration, or the Departments of Labor and State. These visitors meet with the members of the Trade Union Program and often spend several days on the campus.

APPLICATIONS

Applications for the Program should be addressed to Joseph P. O'Donnell, Executive Director, Trade Union Program, Sherman Hall, Harvard University, Soldiers Field, Boston 63, Massachusetts. Requests for additional information will be given every attention.

Unions in the United States should file applications approximately one month before the beginning of the fall and spring programs.

A few scholarships in a limited amount are available to representatives of unions that are not in a position to assume all the expense in connection with participation in the Program. In cases where Scholarships are granted, the sponsoring labor organization is expected to cover at least a portion of the total costs. Further information concerning these scholarships can be secured by writing directly to the Executive Director of the Trade Union Program.

HARVARD UNIVERSITY
TRADE UNION PROGRAM

JOSEPH P. O'DONNELL
Executive Director

SOLDIERS FIELD
BOSTON 62, MASSACHUSETTS

May 23, 1958

Mr. James Hoffa, President
Int'l. Brotherhood of Teamsters
25 Louisiana Ave, NW
Washington 1, D.C.

Dear Sir and Brother:

The Twenty-Fourth Session of the Harvard University Trade Union Program will begin on September 10 and continue through December 8, 1958. As in the past, it will be an intensive thirteen week course designed for union representatives to enable them to play more important roles in the labor movement and in community affairs.

Earlier this year, we sent questionnaires to approximately 350 graduates of the Program. This group includes 110 overseas union officers and 240 representatives in the United States. We would like to include the list of all the graduates and the positions they hold. Space limitations prevent our doing this. We have, however, included a list of 35 alumni from the United States who have attained policy-making level or whose names may be known for their contributions in the labor movement.

In addition to the participants from the U.S. Unions, the last class included union leaders from Africa, Asia, Latin America and Europe. All the students, overseas and American, enjoyed the opportunity to compare experiences and to exchange ideas on the progress of the labor movement throughout the world.

I am enclosing a copy of the informational bulletin containing details about the Program.

With the hope that your organization will participate in the Program, and with sincere best wishes, I am,

Fraternally yours,

Joseph P. O'Donnell
Executive Director

JPO'D:W
encl. 2

PARTIAL LIST OF HARVARD TRADE UNION PROGRAM

1943-1944 Oscar Harbak, International Vice President, I.B.E.W.
Charles R. Carle, International Executive Council, I.B.E.W.

1945-1946 Maywood Boggs, International Vice President, Boilermakers
George P. Delaney, Director of Organization, Operating Engineers
Richard S. Hamme, Director of Organization (South), United Transport
Service Employees
Marvin W. Hook, International Vice President, Meat Cutters
Homer E. Patton, International Secretary-Treasurer, Boilermakers
Harry Poole, Executive Vice President, Meat Cutters

1946-1947 Theodore Brown, Associate Director, Civil Rights Department AFL-CIO,
U.S. Department of Labor
Thomas Hollman, Chief, Trade Union Programs Division, Office of
International Labor Affairs
Charles W. Jones, Director of Education, Boilermakers
William M. Sorley, Committee on Political Education, AFL-CIO

Fall 1948 Harold Crotty, Assistant to President, Maintenance of Way Employees
Baxter Sorah, Assistant to President, Maintenance of Way Employees

Fall 1949 John Wickham, General Counsel, Boot and Shoe Workers

Fall 1950 William Kittel, International Vice President, Papermakers and Paperworkers
Carl Lindner, Administrative Assistant to the President, Glass Bottle
Blowers Association

Fall 1951 Newell Carman, General Vice President, Operating Engineers
Roy Scheurich, International Vice President, Meat Cutters

Spring 1952 John Berta, Assistant to President, Maintenance of Way Employees
Clyde Moore, Assistant to President, Maintenance of Way Employees

Fall 1953 Carl K. Fields, General Vice President, Railway Signalmen
John C. Kabachus, General Secretary-Treasurer, Firefighters

Fall 1954 Milton Mason, International Vice President, Railway Signalmen

Spring 1955 John H. Lyons, Jr., International Vice President, Iron Workers
Bernard Marcus, Director of Organization (4 states), Teamsters
M. Richard Sterns, Assistant General Secretary-Treasurer, Machinists

Fall 1955 Wesley Bromberg, International Executive Officer, Glass Bottle Blowers
Association
Thomas Gregg, International Vice President, Railway Signalmen
Juel D. Drake, International Vice President, Iron Workers

Spring 1956 Harvey Hoffman, Assistant to President, Maintenance of Way Employees
Byrl A. Whitney, Director of Education, Brotherhood of Railroad
Trainmen

Fall 1956 O.D. Hinman, General Vice President, Order of Railway Conductors

Spring 1957 Vernon Kelley, International Vice President, Aluminum Workers

Fall 1957 Jasper Rose, International Vice President, Meat Cutters

ADMINISTRATIVE FILE

Harvard Law School

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X

Press Intelligence, Inc.
WASHINGTON 1, D. C.

BOSTON (Mass.)
RECORD

Circ.: m. 369,809

| Front Page | Back Page | Other Page |
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Date: OCT 22 1959

Hoffa Cancels Harvard Talks

Senator James R. Hoffa yesterday pulled out of a scheduled speaking date on Nov. 5 before the Harvard Law School Forum with the plea it was "never a firm commitment anyway and I have to attend a Detroit conference on that day."

Directors of the student-run organization had moved the Hoffa appearance from Sanders Theater to the larger Randol Hall in anticipation of an overflow through.

1015

INTER-OFFICE COMMUNICATION

From the Office of JOHN F. ENGLISH

To Einar O. Mohn

Subject Harvard University Trade Union Program

Date June 17, 1957

The attached letter, dated June 5, 1957, together with its enclosure from Harvard University, Joseph P. O'Donnell, Executive Director, is referred to you for disposition.

JFE:s
enc.

John F. English
JOHN F. ENGLISH

ADMINISTRATIVE FILE
Harvard University

Press Intelligence, Inc.
WASHINGTON 1, D. C.

BOSTON (Mass.)
TRAVELER

Circ.: o. 183,620

Print Page Edit Page Other Page 12

Date: OCT 21 1959

Traveler Labor News

Hoffa Calls Off Harvard Talk

By DICK LAMKE

James R. Hoffa will not speak at Harvard next month as previously announced, the Traveler learned today.

Hoffa, president of the Teamsters Union, told the Traveler he would not be able to speak before the Harvard Law School Forum on Nov. 2. The controversial union official said a long-standing appointment will force him to be in Detroit on the evening of the law school's program.

Furthermore, an aide pointed out that Hoffa never gave a "firm commitment" to come to Boston to speak at Harvard during the second term in three years.

SPOKE IN 1954
AT LITTLE ROCK CENTER

Hoffa was here in 1954 to address a labor seminar held by the Hon. Fred. Summer Richter at Little Rock Center.

John McCarthy, public relations man for the Teamsters, explained that Hoffa made an appointment about two months ago to be in Detroit early next month.

Hoffa will be on hand for a meeting of the Central Conference of Teamsters from Nov. 2 through Nov. 5.

"Mr. Hoffa never did give Harvard a firm commitment so the case," explained McCarthy. "He just wasn't able to fulfill that engagement."



JAMES R. HOFFA

But McCarthy said he believed the Teamsters president would speak at a later date at Harvard if the engagement did not interfere with his union meetings.

HAD EXPECTED
OVERFLOW CROWD

Plans had been made at Harvard to fill the room in the Technical School Auditorium in the event of an overflow crowd to see the colored union leader.

Senator Tower was the site originally selected for the program. But a standing-room crowd could have overflowed into the school auditorium, according to John S. Samuels, president of the forum.

POLITICS — The labor move has been peevish over enactment of the Landrum-Griffin reform legislation, is stepping up its program in the political field.

Not only will the big AFL-CIO concentrate more on electing "favorable" candidates, but the big independents are going forward with their own plans.

This could cause quite a turmoil.

For instance, the AFL-CIO could throw its support behind certain politicians it considers as friends only to find the independents lined up on the other side.

A candidate who gets the blessing of the AFL-CIO could conceivably be given the same treatment by Hoffa's Teamsters or other independent unions.

Hoffa just doesn't see eye to eye with the AFL-CIO.

And he says so in so many words. His work in sponsoring the many Senate of senators and congressmen who voted on the Landrum-Griffin Bill.

Observers pointed out some of the AFL-CIO leaders will work closely with the Teamsters in the political coloring of 1960, even though not openly.

In his report this week, Hoffa said labor in the past has not worked hard enough on the present level.

"Labor's Committee on Political Education (COPE)" has turned over dollars to politicians who were supposed to work in the political field for the interests of labor," he said.

"This system works only when the political party is in basic agreement with the ideal of the labor movement. It hasn't worked since the passage of Taft-Hartley in 1947."

Hoffa said the Teamsters would concentrate on building voting strength in the "swing" of independent politics. These are the areas, he said, which are usually regularly re-elected or regularly Democratic, and which hold the

balance of power in Congressional districts. ~~to be held~~ to be held.

CONVENTION—New organizing plans of the Office Employees International Union, AFL-CIO, will be discussed at the annual convention of the Northeastern district in New York Saturday.

Thomas J. Flynn, business manager of Local 6, OEU, in Boston, is president of the conference, which includes locals from Washington, D. C., to Maine.

Flynn said plans for organizing more white collar workers in the trucking industry will be worked out. Local 6 has scored four victories in this field in recent months, he said.

ELECTION—Election of officers for the executive board of the Massachusetts Labor Council, AFL-CIO, featured three district fights and voting for 14 vice-presidents at large.

In the Boston district, Vincent DiNunzio of the laboratory union topped the races with 155,394 votes. Adam elected was Thomas Rush of the Boston Carmen's Union who received 146,738 votes to 88,881 for John Craig of the types.

The two vice-presidents elected in third district (Danez county) were Jeremiah Collins of Linn, 157,338 votes, and Joseph Swamy of Amesbury, 125,331 votes. The other two vice-presidents elected were 88,444 Japar T. Gradio of the (the) vice-presidents finished third with 79,000.

In the seventh district, (Western Mass.) Edward Brantley and Edward Wall were re-elected with 116,433 and 141,379 votes respectively. George O'Brien ran third with 87,573.

The 14 vice-presidents elected at large received the following votes: Daniel Murray, 139,225; Arthur Ansell, 131,442; Anthony Alcarin, 122,867; Neil McKenna, 120,743; Guy Carrochase, 120,331; Ralph Roberts, 123,147; Richard O'Keefe, 106,453; Benjamin Magdonal, 104,984; Robert Walkinshaw, 102,695; Thomas Leone, 98,811; John Hunt, 97,905; John Deady, 88,830; John Curt, 89,381 and Martin Pierce, 83,698.

Unsuccessful candidates were Tommy Owens, 75,181; John Hammond, 71,946; John Madden, 60,423; William J. Macey, 55,246; William McNeill, 44,398; Leo Goven, 41,064; Robert Fitzgerald, 40,140; William Hurley, 39,237; John Walsh Sr., 35,182 and Thomas Fallon, 34,251.

A "walk" picked by reigning president at the convention was re-elected 100 per cent.

LABOR NOTES—Mike Harrington of the carpenters union is continuing the fight for housing for the elderly in Massachusetts. At the recent AFL-CIO convention, he said he didn't care whether federal, state or private funds were used as long as the job was done.

John (Red) Moran, the Boston waterfront union leader, is back in New York in connection with the deadlocked negotiations with the shipping industry.

Representatives of about a dozen trades have begun new wage negotiations with the Boston Housing Authority. Each union is negotiating separately, a change in policy. In the past they all negotiated together.

HARVARD UNIVERSITY
TRADE UNION PROGRAM

JOSEPH P. O'DONNELL
Executive Director

SOLDIER'S FIELD
BOSTON 63, MASSACHUSETTS
June 5, 1957

Mr. John English
100 Indiana Avenue NW
Washington 1, D.C.

Dear Sir and Brother:

The Twenty-Second Session of the Harvard University Trade Union Program will begin on September 11 and continue through December 6, 1957. As in the past, this Program is conducted over a 13-week period, and is designed to enable union officers to play more important and useful roles in the labor movement and the community in general.

In view of the present domestic and world situation, there is a great need to acquaint trade union leaders with the problems which confront their organizations and the labor movement throughout the world.

I am enclosing a copy of the bulletin which contains information about the Trade Union Program. You will note that we have made substantial changes, and that the outline of courses is as follows:

1. Problems in Labor Relations
2. Economic Analysis
3. Labor Law
4. Trade Union Administration, Organization and Contemporary Problems
5. Wage Administration and Benefit Programs
6. American Labor History and International Labor Affairs
7. Public Speaking and Parliamentary Procedure
8. Collective Bargaining Seminar

I sincerely hope that your organization will participate in future sessions of the Trade Union Program. If further information is desired, we would be pleased to hear from you.

With sincere best wishes, I am,

Faternally yours,

Joseph P. O'Donnell

JPO'D:w

RECEIVED
JUN 5 1957
OFFICE OF THE
SECRETARY

HARVARD UNIVERSITY
TRADE UNION PROGRAM

JOSEPH P. O'DONNELL
Executive Director

SOLDIERS FIELD
BOSTON 62, MASSACHUSETTS

December 8, 1956

Mr. Abraham Weiss, Research Director
Int'l. Brotherhood of Teamsters
25 Louisiana Avenue NW
Washington 1, D.C.

ADMINISTRATIVE FILE

Harvard University
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Dear Sir and Brother:

The twenty-first session of the Harvard University Trade Union Program will begin on February 20 and will continue through May 17, 1957. This 13-week course, designed for American and overseas trade union leaders, is offered to union officials who are selected by their respective International Unions.

During the last session, we added to the curriculum a new course - Trade Union Administration and Organization. This course covers such topics as recent trends in organizing, matters of internal union government, community relations and similar matters.

Enclosed is a copy of the informational bulletin outlining the program. I earnestly hope that your organization will participate in future sessions.

With best wishes, I remain,

Sincerely and fraternally yours,

Joseph P. O'Donnell
Executive Director

JPO'D:w

HARVARD UNIVERSITY
TRADE UNION PROGRAM

JOSEPH P. O'DONNELL
Executive Director

ADMINISTRATIVE FILE
Harvard University
-X
-X

SOLDIERS FIELD
BOSTON 63, MASSACHUSETTS

December 8, 1956

Mr. Dovo Beck, President
Int'l. Brotherhood of Teamsters
25 Louisiana Avenue, NW
Washington 1, D.C.

Dear Sir and Brother:

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With best wishes, I remain,

Sincerely and fraternally yours,

Joseph P. O'Donnell
Executive Director

JPO'D:w

ADMINISTRATIVE FILE

Harvard University

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August 1, 1956

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P
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Mr. Joseph P. O'Donnell
Executive Director
Trade Union Program
Harvard University
Soldiers Field
Boston 63, Massachusetts

Dear Mr. O'Donnell:

This is in answer to your letter of July 28 in which you request materials dealing with trade union administration and organization. The only material that I have available which is at all relative is the enclosed publication "Some Notes for Trade Union Organizers". I hope you find it useful.

I should be interested in any courses, outlines or similar material for the courses included in your trade union program. I have recently discussed this program with a graduate, Bernard J. Marcus, who is now Director of Organization of the Organizing Committee of the Philadelphia Joint Council. Bernie was full of praise for the program and the background and training which he received as a student.

With best wishes.

Fraternally yours,

Abraham Weiss
Economist

Enclosure 1

AW:zk

HARVARD UNIVERSITY
TRADE UNION PROGRAM

JOSEPH P. O'DONNELL
Executive Director

SOLDIER'S FIELD
BOSTON 63, MASSACHUSETTS

July 26, 1956

Mr. Abraham Weiss, Research Director
International Brotherhood of Teamsters, AFL-CIO
Teamsters Building
Washington, D. C.

Dear Sir and Brother:

At the suggestion of some of our recent graduates, we plan to add a course in "Trade Union Administration" to our curriculum. One of the areas we wish to cover is the very important field of organizing. Since your organization is active and successful in this field, we are asking for your aid and any suggestions you might have to guide us.

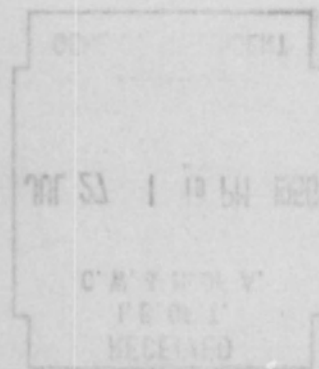
In addition, if you have available any bulletins, handbooks or other materials on the subject, we would appreciate your them.

Thanking you and with sincere best wishes, I am,

Fraternally yours,

Joseph P. O'Donnell

JPO'D:w



HARVARD UNIVERSITY
TRADE UNION PROGRAM

ADMINISTRATIVE FILE
Harvard University
-X
X

SWANMAN HALL
KIRKLAND 7-9800

SOLDIERS FIELD
BOSTON 63, MASSACHUSETTS
May 21, 1956

Mr. David Beck, President
Int'l. Brotherhood of Teamsters
25 Louisiana Avenue, NW
Washington 1, D.C.

Dear Sir and Brother:

The Twentieth Session of the Harvard Trade Union Program will begin on September 12 and continue through December 7, 1956. The program, conducted over a 13-week period, is designed to aid in the development of administrative responsibilities among trade union leaders.

The last class, which graduated earlier this month, was the largest group since the program began in 1949. We hope that the increasing support of the International Unions will continue in the future.

In view of present domestic and world situations, there is a great need to acquaint trade unionists with the problems which confront their organizations and the labor movement throughout the world.

I am enclosing a copy of the informational bulletin containing the information about the Trade Union Program. I sincerely hope that your organization will participate in our future sessions. If further information is desired, we would be pleased to hear from you.

Fraternaly yours,

Joseph P. O'Donnell
Joseph P. O'Donnell

JPO'D:w

enc.

file

HARVARD UNIVERSITY
TRADE UNION PROGRAM

JOSEPH P. O'DONNELL
Executive Director

SOLDIERS FIELD
BOSTON 63, MASSACHUSETTS

May 22, 1956

ADMINISTRATIVE FILE
Harvard University
X
X

Mr. Abraham Weiss
25 Louisiana Avenue NW
Washington 1, D.C.

Dear Mr. Weiss:

I am very happy to advise you that Harvard University has appointed Joseph P. O'Donnell as Executive Director of The Harvard Trade Union Program.

We consider it very fortunate to secure Mr. O'Donnell's services in this position. As you know, he has served the Program well in recent years as the Assistant Director, working closely with Clinton S. Golden, who retired a year ago. Most of his adult life he has occupied a leadership position in the labor movement, and we are convinced that his genuine interest in the good of organized labor will make the Harvard Trade Union Program more responsive to the needs and concerns of the participating unions.

I am certain you will agree that Mr. O'Donnell's appointment will contribute greatly to the continued growth of this educational venture.

Sincerely yours,

James J. Henry
James J. Henry
Chairman, Faculty Committee
Trade Union Program

JJH:v

ADMINISTRATIVE FILE

*Class begins March 26
*Class terminates April 17

March 17 Noon - 2:15
April 18 Noon - 2:15

HARVARD UNIVERSITY
TRADE UNION PROGRAM

ADMINISTRATIVE FILE

Harvard University
Radio and TV - Omnibus
X

CLINTON S. GOLDEN
Executive Director
JOSEPH P. O'DONNELL
Assistant to the Director

SOLDIERS FIELD
BOSTON 62, MASSACHUSETTS

March 15, 1956

Dear Sir and Brother:

You may be interested in knowing that on Sunday, March 25, the television program, Omnibus, will devote the program to the coverage of Harvard University. As part of their presentation, a brief portion of the show has been filmed at the Harvard University Graduate School of Business Administration.

The activity of the Business School will be shown in a joint session of the Trade Union Program and the Advanced Management Program in the course Problems in Labor Relations. They will discuss the discharge of a Union member for failure to meet work standards.

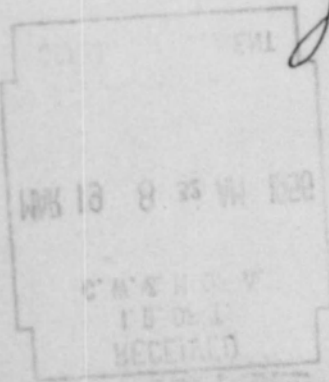
As you may know, this is the only course in the entire Program which is held in combination with the Advanced Management Program. However, it was the course chosen because of the appeal it would have for the large television audience.

Trusting this Program will be of interest to you, and with sincere best wishes, I am,

Fraternally yours,

Joseph P. O'Donnell

JPO'D:w



ADMINISTRATIVE FILE
Harvard University
X Dunlop, John T.
X

January 30, 1956

C
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P
Y

Mr. Nicholas P. Morrissey
28 Windborough Street
Mattapan, Massachusetts

Dear Nick:

John T. Dunlop, of Harvard University, whom you know quite well, spoke to me yesterday about a survey which he and one of his students could like to make of the structure of Teamster wage rates in Boston. Mr. Dunlop indicated that he had already spoken to you about his project. Mr. Dunlop would welcome your cooperation and that of the Locale in the Boston area in his survey. Would you please assist him in every way possible and advise the Locale accordingly.

With best wishes.

Sincerely yours,

Ernest O. Mohn, Assistant
to the General President

ROM:sl
(Alw)

HARVARD UNIVERSITY
TRADE UNION PROGRAM

CLINTON S. GOLDEN
Executive Director
JOSEPH P. O'DONNELL
Assistant to the Director

AQM FILE
Harvard University
X
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SOLDIERS FIELD
BOSTON 62, MASSACHUSETTS

December, 1955

Mr. Dave Beck, President
Teamsters
25 Louisiana Avenue, NW
Washington 1, D. C.

Dear Sir and Brother:

The Nineteenth Session of the Harvard University Trade Union Program will begin on February 23 and will terminate on May 18, 1956. As in the past, the Program is designed to aid in the development of administrative responsibilities among trade union leaders.

We are pleased to announce that our last class, which graduated earlier this month, was the largest group since the Program was instituted in 1942. The continuing support of the participating International unions has been a source of real satisfaction to us.

Now that the AFL-CIO merger has become a reality, we feel that the Program can perform a greater service than ever for the labor movement. In view of present domestic and world situations an alert and informed union leadership is required.

I am enclosing a copy of the informational bulletin containing details about the Harvard University Trade Union Program. I hope very much that your Organization will participate in future sessions. If there is any further information you desire, we will be pleased to send it to you.

Faternally,

Joseph P. O'Donnell
Joseph P. O'Donnell
Assistant Director

JPO'D:glr

ADMINISTRATIVE FILE ✓

Harvard Business
School

Mellon Hall, Rm. 42 Gutzon, *John*
Harvard Business School
Boston, 63, Mass.
October 19, 1955

Mr. Dave Beck, General President
Int'l. Brotherhood of Teamsters,
Chauffeurs, Warehousemen, and
Helpers of America
25 Louisiana Ave., N.W.
Washington, 1, D.C.

Dear Mr. Beck:

It was indeed with deep regrets that I received your letter describing your recent illness, which prevented you from accepting our invitation to speak before the Industrial Relations Club, here at the Harvard Business School. It seems that all of our country's leaders are currently having their respective turns at warding off their own private maladies. It is most consoling, however, to hear that they're also in the stage of positive recuperation, and it is with deepest hopes that this trend toward perfect health continues.

I must extend my apologies that I did not know of your illness. My summer, between years here at the Graduate Business School was spent in a summer training program, in Europe, and as such, I was apparently quite divorced from occurrences on the American scene.

Pending your complete recovery, in the near future, could we possibly be as optimistic as to hope that you might consider another invitation, this one pertaining to March, or April, 1956?

It is sincerely hoped your recuperation is a rapid and successful one.

Yours respectfully,

John Gutzon
John Gutzon, Vice-Pres.
Industrial Relations Club
Graduate School of Business
Harvard University.

2.

The significance of your visit cannot be overemphasized and we sincerely hope that you will give deep thought and consideration to our invitation. Should the proposed November date be incompatible with your existing schedule, could you possibly suggest an alternate date?

Very sincerely, yours,

John Cutzon
John Cutzon, Vice-President
Industrial Relations Club
Harvard Graduate School of
Business Administration.

P.S. Suggested November dates: November 1, 7, 8, 14, 15.

January 5, 1954

Mr. F. Cheyfitz:

Would you please look through this
attached correspondence.

br

Einar O. Mohn

Einar Mohn

ADMINISTRATIVE FILE

HARVARD UNIVERSITY
TRADE UNION PROGRAM

Harvard University
X
X

CLINTON S. GOLDEN
Executive Director
JOSEPH P. O'DONNELL
Assistant to the Director

SOLDIERS FIELD
BOSTON 63, MASSACHUSETTS
December 17, 1953

Mr. Einar Mohn
International Brotherhood of Teamsters
100 Indiana Avenue, N.W.
Washington 1, D. C.

Dear Sir and Brother:

As a result of our meeting in Washington earlier this month, I am enclosing the information you requested for presentation to your General Executive Board in the hope that your union may see fit to participate in the Harvard Trade Union Program.

As you will note in the enclosed bulletin, our Program began in 1942. Since that time 167 union representatives have attended the University. This number includes sixteen men who completed their studies on December 11, 1953. I am also enclosing a copy of our last Newsletter which contains a list of the last class and some activities of the Program.

As you can imagine, the success or failure of such a program depends upon the degree of support which the international unions make available. In that regard, many of the unions which participate do so on a continuing basis; that is, they select one or more men each session or each year.

If there is any further information you might desire, we will be pleased to furnish it.

Wishing you and your organization continued success, I remain,

Fraternally yours,

Joseph P. O'Donnell
Joseph P. O'Donnell
Assistant to the Director

ccs.

HARVARD UNIVERSITY TRADE UNION PROGRAM

NEWSLETTER

Clinton S. Golden
Executive Director

Joseph P. O'Donnell
Assistant Director

Grace L. MacDonald
Secretary

Vol. 1, No. 3

December 1, 1953

Alumni Reunion and Graduation

In the course of the recent American Federation of Labor Convention in St. Louis, Professor John T. Dunlop was able to meet with several of our graduates. They expressed interest in a reunion of those who have previously participated in the Trade Union Program. It was suggested that such a reunion be held in connection with the graduation exercises of the current program. In order to ascertain the degree of interest, we have written to one or two members of each class asking that they discuss the matter with other graduates with whom they are in contact. The response has been most heartening and warrants us to announce that a REUNION WILL BE HELD ON THE CAMPUS OF THE GRADUATE SCHOOL OF BUSINESS ADMINISTRATION ON DECEMBER 9, 10, and 11. The graduation exercises will be held from 2:00 to 3:30 on Thursday, December 10, followed by a farewell cocktail party from 4:00 to 6:00. President Al J. Hayes of the International Association of Machinists will deliver the graduation address. All alumni attending the reunion are invited to the graduation ceremonies.

Unfortunately, we are not in a sufficiently strong financial position to bear the expenses of graduates participating in the reunion. Seminars and informal meetings will be arranged to discuss matters currently of concern to the labor movement. We welcome suggestions for subjects thought to be of greatest interest. We will appreciate hearing from those who definitely plan to attend the December Reunion so that arrangements can be made for speakers and other plans incidental to the program.

Fall 1953 Class

There are sixteen American trade unionists enrolled in the Fall 1953 Program. The members of the class are:

Edward P. Cochran President, Local 972, Brotherhood of Railway Clerks, Rochester, New York
Carl K. Fields, International Vice President, Brotherhood of Railroad Signalmen, Pataakala, Ohio
William L. Franks, International Representative, International Brotherhood of Paper Makers, Monroe, Louisiana
Ike Golden, International Comptroller, United Transport Service Employees, Chicago, Illinois
John C. Kabachus, Legislative Representative, Local 718, International Association of Fire Fighters, Roxbury, Massachusetts
Joseph Kormash, International Representative, International Brotherhood of Paper Makers, Bernville, Pennsylvania

Jack Kravetz, Chairman, Membership Committee, Local 181, National Federation of Post Office Clerks, Baltimore, Maryland
 Everett R. McCullough, President, Division 1037, Amalgamated Association of Street, Electric, and Motor Coach Drivers of America, New Bedford, Massachusetts
 Daniel R. McGraw, member, Local 106, International Union of Operating Engineers, Albany, New York
 T. Woodrow Odeneal, General Organizer, International Association of Bridge, Structural & Ornamental Iron Workers, Birmingham, Alabama
 Joseph E. Pierson, Executive Board Member, Local 841, International Union of Operating Engineers, Sullivan, Indiana
 Robert V. Poole, Business Manager, Local 340, International Association of Bridge, Structural & Ornamental Iron Workers, Battle Creek, Michigan
 Burton F. Riley, Business Representative, Local 67, International Printing Pressmen and Assistants Union, Medford, Massachusetts
 William Scott, President, Local 263, Building Service Employees' International Union, Northampton, Massachusetts
 Gerald Toppen, Assistant to General Chairman, E.J.E. System Board, Brotherhood of Railway Clerks, Chicago, Illinois
 James J. Twombly, Business Representative, Local 12, International Union of Operating Engineers, Norwalk, California

Dan McGraw is the third generation of active union members in his family. Both his father and grandfather have been leaders in the unions with which they were affiliated.

Alumni

Jack Cooper, Spring '53, former Labor Member of the British Parliament, and Chairman of the Municipal and General Workers Union of Great Britain, visited us on October 28 - 30. Jack came to the United States to represent his union at a meeting of the International Federation of Municipal Workers' Unions in Washington. While here, he met with a combined group of TUP and AMP.

Stavros Kussadiss, Spring '53, writes from Rhodes, Greece, that he is engaged in writing a book dealing with his experiences and observations while in the States.

Noel Cartan, Spring '53, writes that he is completing reports for the French Government and the French Embassy in Washington, describing his participation in our Program. He sends the name and address of a fellow union member who wishes to enroll in the spring program.

George Eamanuelides, Fall '52, returned home in September. Following his participation in the Trade Union Program he was transferred to a U. S. Government Work-Study Program which enabled him to take a course of training in hydroelectric power plant operation and maintenance at the TVA Wilson Dam in Alabama. George advises that his sojourn in this country served to equip him for better service in the Greek labor movement and for possible employment in the new hydroelectric power plant being completed in Greece.

Carl Lindner, Fall '50, has moved his headquarters to Annapolis, Maryland, where the new Foreign Operations Administration Orientation Center is situated.

Arrigo Piraccini and Francesco Palletti, Fall '52, have both sent us postcards from Salzburg, Austria, indicating that they participated in the Salzburg Seminar in International Studies.

Walter Pollatschek, Spring '53, advises that he returned home on June 18. He is planning a series of lectures dealing with his visit to the States, the history of the American labor movement, and the work of American trade unions. He also expects to write a number of articles for the Austrian press.

Jan Hoogerwerf, Spring '53, reached his home in Holland on July 6. He writes that his visit to the United States was the greatest experience of his life. He feels his participation in the Trade Union Program will be of great value to him in his work in the trade union movement in his own country.

George P. Delaney, '46, has an excellent article dealing with the International Labor Organization in the November-December issue of the Harvard Business Review.

Bob Daubmann, Fall '52, sends regards to his old friends and fellow students in both American and European unions.

Jia Lewis, Spring '53, announces the arrival of his second daughter in August.

Steve McCloskey, Spring '52, has been elected full time business agent and secretary of the Boston Central Labor Union.

Dan Downey, Fall '52, is engaged in gathering material for a biography of Robert J. Watt, AFL Representative, who was a worker-delegate to the ILO and also one of the founders of the TUP.

Faculty and Staff Activities

Executive Director Golden has been in contact with the Foreign Operations Administration (formerly Mutual Security Agency) officials regarding the possibility of sending some European trade union students for participation in the spring program. No definite decisions have as yet been made.

Father Hubert Callaghan, Director of the Institute of Industrial Relations at Holy Cross College in Worcester, has solicited our assistance in suggesting a list of books to be added to the Institute's library.

President T. C. Carroll of the Brotherhood of Maintenance of Way Employees has suggested the value of a study of labor-management relations in the railroad industry and offered his cooperation in such an undertaking.

Professor Arthur Hanson of the Harvard Business School Faculty is teaching the TUP course in Accounting and Analysis of Financial Statements this year.

Professor James Bealy, former Executive Director of the TUP and now full time arbitrator for the Goodyear Tire and Rubber Company and the United Rubber Workers Union, has generously agreed to collaborate with Saul Wallen in giving the course in Arbitration.

The new Kresge Hall opened for the fall term. It includes the Faculty Club, Women's Dining Room, Student Cafeteria, Student Club, Student Association offices, etc. Cowie Hall where the cafeteria was formerly located, is now used for storage purposes.

Professor Laurence J. Ackerman, Dean of the School of Business Administration at the University of Connecticut and Visiting Professor at the Harvard Business School this fall, spent three sessions with the TUPs discussing the negotiation of health and welfare plans, employee fringe benefits and pension plans. The class was very fortunate in this opportunity to have these subjects covered in such an expert fashion.

Since our last Newsletter, Executive Director Golden attended the Adult Education Institute held on Bigwin Island, Lake of Bays, Ontario, Canada in July. He addressed the members of the Public Utility Executive Training Course at Georgia Institute of Technology in Atlanta, the International Relations Seminar at Harvard University, and served as a member of the Scholarship Selection Committee of the Massachusetts Federation of Labor. He met with representatives of labor organizations in Chicago and Salt Lake City, addressed the student body of the Amos Tuck School of Business Administration at Dartmouth College, attended a meeting of the Advisory Council of the Sloan School of Industrial Management at MIT, addressed the Fifth Annual Scanlon Plan Conference at MIT; attended meetings of the Board of Directors of the Fund for Adult Education in Chicago, the National Planning Association Labor Committee in Washington, D. C., and the Annual Conference of the Council of Profit-Sharing Industries in Boston. He also has met with Brazilian, German, and French Productivity Teams visiting the United States.

Mr. Golden has been invited to deliver the graduation address to the current AMP class on December 11. This is the first time a speaker with a background in the labor movement has delivered the AMP graduation address.

Joe O'Donnell was a delegate to the Massachusetts Federation of Labor Convention in August, and attended the State Federation of Labor Education Institute at Amherst where Francis Lavigne, Eleanor Coit, and Jim Healy directed a three-day educational program devoted to labor's stake in world affairs. At the request of the Norwood (Massachusetts) Central Labor Union, Joe led a session in the discussion of the history of the American Federation of Labor. On recent field trips he visited Chicago, Philadelphia, Toledo, Washington, and New York. During these trips he met many of the alumni.

Guests and Visitors

Eugene Burgess, former Productivity Officer in France for the Mutual Security Agency, addressed the Seminar on October 7 and discussed the French economic situation and the French labor movement.

Evan Clague, U. S. Commissioner at the Bureau of Labor Statistics, addressed the Seminar on October 28.

John Caldwell, Liaison Officer, Industrial Relations Center, University of Chicago, addressed the Seminar on November 4. He discussed the use of opinion polls by twenty-nine unions with some fifteen thousand members as a device to stimulate interest and participation in union affairs by the members.

Johannes Dan Uyl, Research Director of the Dutch Labor Party attended classes on November 3 and 4.

Mr. Tseng, Director of the Chinese Nationalist News Bureau of Formosa was a visitor on November 3.

Jim Russell, Editor of the Papermaker spent November 17 and 18 on the campus.

Vincent Morrissale, General Counsel for the Hod Carriers', Building & Common Laborers' Union of American discussed the internal administration of labor unions at the Seminar on November 17.

Joe Seymour, Fall '52 writes: "I have been thinking of the program a great deal lately. It was this time last year that I was there, and as time goes by I feel more grateful for the opportunity to have your Trade Union Program available to Labor Representatives. It is true that if a person leaves your program with a deeper sense of responsibility toward the working man, then the program has accomplished its purpose."

The Faculty and staff of the Trade Union Program send Christmas greetings to all the TUP alumni and friends.

We welcome contributions and items of interest that will serve to make this a more useful means of communication to the graduates.

Trade Union Program

Labor organizations have acquired wide recognition and great influence in modern society. The officers and leaders of unions at each level in the structure of their organizations are required to assume large responsibilities. Union members expect the internal affairs of their organizations to be managed competently, collective bargaining agreements administered intelligently, and community and public relations maintained on a constructive basis.

The Harvard University Trade Union Program is designed to provide training for executive and administrative responsibility and to enable union officers to play more important and useful roles in the labor movement and the community in general. The courses deal with actual policy questions, problems, and decisions which confront the union leader in the discharge of his responsibilities. Attention is directed to organizing activities, negotiation and administration of agreements, presentation of problems to government agencies and arbitrators, relations with the community, and related problems. It is not the purpose of the Program to train technicians, such as economists, statisticians, or editors of trade union journals and other publications.

The extensive library and research facilities, together with the teaching skills of the faculty are available to representatives of trade unions just as they are to representatives of business or other groups. Briefly stated, the Trade Union Program is an attempt to extend to the trade unions the same basic type of training for administrative responsibility which the University has long made available to men in the public civil service and those entering business administration. The emphasis of the entire program is upon the importance of responsible labor leadership.

The Fourteenth Session will begin on September 16, 1953, and will continue until December 11, 1953. The Fifteenth Session will start on February 24, 1954, and will continue until May 21, 1954. Two brief vacation periods will be announced at the beginning of each session.

No specific educational qualifications have been established. Some of the participating students have not completed grade school; a few have completed college and graduate school courses. The University is primarily interested in having the Trade Unions send men of intelli-

gence and practical experience who are devoted to the labor movement and who expect to spend their careers in its service. The best test of a representative's qualifications for enrollment is a record of successful experience in the labor movement.

HISTORY OF THE PROGRAM

The Trade Union Program is now entering its twelfth year. It was undertaken at the suggestion of union officials who felt there was a need for this type of training with particular emphasis on administrative responsibilities in the unions. After consultation with trade union representatives throughout the country and with the officers of Harvard University, the first class entered in September 1942. At the outset, a nine month course was offered, but on request of many of the unions this was eventually reduced to the present thirteen week intensive course. The shorter period is more adaptable to union representatives who cannot be spared from their duties for a full academic year.

Since the Program began in 1942, 151 representatives of American and overseas unions have attended. The average age of a Trade Union student is 36. The age range of a typical class is from 25 to 55 years.

Representatives who have enrolled in the Program have been International Vice Presidents; International, Regional, State, and District Representatives; Executive Board Members; Staff Members; Chairmen; Auditors; Editors; Legislative Agents; Managers; Organizers as well as Local Union officers and members.

COURSES

The courses listed below are of varying length; a schedule of hours for each course is provided at the time of registration. Nearly all the subjects are prepared especially for the trade union representatives and are taken by them alone; although two courses are taken with other students in the University.

The faculty includes men with current experience, special training and knowledge in the field of labor, industry, arbitration, law, and government, as well as regular faculty members of the University.

International Labor Problems

The purpose of this course is to acquaint union representatives with the labor movements of other countries and their role in fostering international cooperation. The efforts of labor organizations of various

countries during the past century to establish international non-governmental contacts through federations, trade secretariats, etc., are reviewed. Particular attention is directed to the work of American trade unionists and others serving as Labor Attaches to the various U.S. Embassies abroad and as Labor Advisers to foreign economic and technical aid missions and in other capacities. The ever increasing importance of the International Labor Organization, the International Confederation of Free Trade Unions and the International Confederation of Christian Trade Unions in preserving and fostering freedom throughout the world is discussed in detail. This course is conducted by Clinton S. Golden, Executive Director of the Program, formerly vice president of the United Steelworkers of America, and more recently chief of the Labor Division of the American Mission for Aid to Greece and Labor Advisor to the Economic Cooperation Administration (now Mutual Security Agency).

Problems in Labor Relations

This course stresses the reasons for unionization and the development of labor relations practices on the plant level. Although considerable attention is given to the collective bargaining process and labor agreements, there is some emphasis on the social, psychological and interpersonal changes introduced in a plant with the entry of a union. The Trade Union students attend this course with members of the Advanced Management Program at the Harvard Graduate School of Business Administration. Under this Program representatives of management spend a term at the University just as do the Trade Union Representatives.

Economic Analysis

The course is designed to acquaint the student with basic economic concepts and statistical techniques. It points out the sources and limitations of the important labor, business, and government indices and statistical services. Particular attention is paid to the cost-of-living, the measurement of labor productivity, tax and fiscal policy, and national income. The course analyzes the economic criteria commonly used in wage negotiations and arbitration. It also studies the annual wage and employment stabilization plans.

Labor Law

The course is conducted by an attorney, trained in the field of labor relations. The attention of the trade union representatives is

directed mainly toward problems which arise under the National Labor Relations Act as amended by the Labor-Management Relations Act, 1947, as well as those arising under the Railway Labor Act and Fair Labor Standards Act. The course contains an analysis of federal and state statutes, with particular attention devoted to "landmark" court decisions affecting union security and the right to strike. It is devoted to an analysis of the functions, procedures and contributions of the Bureau of Labor Statistics, the NLRB, Federal Mediation and Conciliation Service and the Wage and Hour Division of the U.S. Department of Labor. A statutory history of old age insurance, unemployment compensation and workmen's compensation is also treated.

Arbitration

The course surveys the practical problems involved in selecting arbitrators and drawing up submissions, and the techniques of presenting arbitration cases. The students are given the basic facts involved in arbitration cases and are asked to formulate the question to be arbitrated, to draw up a brief of the union's position, and to argue the union's case in the classroom before the instructor or an outside person brought in to serve as an arbitrator. After a case is presented, there is classroom discussion and criticism of the techniques followed and problems encountered. In addition, the history of the arbitration process is discussed.

Methods of Wage Determination

The course is designed to provide a working knowledge of job evaluation, wage incentives, and pension plans. Techniques, purposes, and limitations are explored and illustrated by specific plans and problems. Job factors are evaluated to point up the meaning and difficulties involved in such concepts as responsibility, skill, working conditions, and effort. The initial impact of these plans and their effect upon the scope of collective bargaining are analyzed.

American Labor History

The attention of the group is directed to union formation, structure, problems and policies. Special emphasis is directed to the pioneers of labor and the organizations which they represented.

Accounting and Analysis of Financial Statements

The course gives the Trade Union Representative an understanding of the procedures and problems of accounting which he may be expected

to encounter in his work. The course begins with a study of the contents and meaning of accounting reports — income statements, balance sheets, operating statements. This includes an elementary study of bookkeeping. An analysis is made of methods of inventory valuation and their bearing on financial results. The problems of treating fixed assets and depreciation in financial statements are discussed; the elements of cost accounting for material, labor and overhead are surveyed. The financial statements of companies are analyzed to give the students an opportunity to apply these accounting principles to the problems of negotiation. In addition, various accounting methods adaptable to Trade Union administration are discussed.

Public Speaking

In this course the union representative is taught how to prepare and deliver talks before groups. The members participate in each class session by giving short talks which are followed by suggestions and criticisms by the instructor. Such items as gesture, emphasis, enunciation, speed and arrangement of sentences are given thorough attention. At the conclusion of the course, a personal interview is had with each man to discuss his needs regarding speech.

Parliamentary Procedure

The purpose of the course on parliamentary procedure is to acquaint each member with the fundamental rules of order. The motions most frequently used are taken up and put into practice during the class sessions. Each student is given an opportunity to conduct a meeting while other class members sit in as meeting members. The practical usage of this subject is stressed.

Structure of American Government

This course is intended primarily to give foreign students a working knowledge of American governmental institutions. After outlining briefly the structure and functions of the three branches of the government, the course turns to an analysis of the organization of American political parties, and their relation to major interest groups. Special attention is also given to the role of government in the economy.

Collective Bargaining Seminars

Professor Sumner H. Slichter conducts a weekly afternoon seminar where the Trade Union students meet and hear a speaker prominent in

the field of industrial relations. Students from the Graduate School of Public Administration, the Department of Economics, and members of the Advanced Management Program also attend the seminars. A dinner and an informal discussion period follow the speaker. Union leaders, business representatives, government officials and representatives in the field of labor relations have been guest speakers. Among the union representatives, the following have led one or more of these conferences in the past several years:

HARRY BATES, President, Bricklayers, Mason & Plasterers International Union

L. S. BUCKMASTER, President, United Rubber, Cork, Linoleum and Plastic Workers of America

JOHN P. BURKE, President Secretary, International Brotherhood of Pulp, Sulphite and Paper Mill Workers

T. C. CARROLL, President, Brotherhood of Maintenance of Way Employees

HARRY A. COOK, President, American Flint Glass Workers' Union of North America

PATRICK E. GORMAN, Secretary-Treasurer, Amalgamated Meat Cutters and Butcher Workmen of North America

A. J. HAYES, President, International Association of Machinists

RALPH HELSTEIN, President, United Packinghouse Workers of America

SAL B. HOFFMAN, President, Upholsterers' International Union of North America

THOMAS KENNEDY, Vice President, United Mine Workers of America

O. A. KNIGHT, President, Oil Workers International Union

MARY LEWIS, General Secretary, United Hatters, Cap and Millinery Workers International Union

JOHN L. MARY, President, Boot and Shoe Workers' Union

CHARLES J. MACGOWAN, President, International Brotherhood of Boilermakers, Iron Shipbuilders and Helpers of America

DAVID McDONALD, President, United Steelworkers of America

WILLIAM L. McFETRIDGE, General President, Building Service Employees' International Union

ALEXANDER MCKEOWN, President, American Federation of Hosiery Workers

WILLIAM J. MCSORLEY, President, Wood, Wire and Metal Lathers International Union

LEE MISTON, President, Glass Bottle Blowers Association

PAUL L. PHILLIPS, President, International Brotherhood of Paper Makers

JACOB POTOMSKY, President, Amalgamated Clothing Workers of America

MICHAEL J. QUILL, President, Transport Workers Union of America

A. PHILIP RANDOLPH, President, Brotherhood of Sleeping Car Porters

WOODBURY RANDOLPH, President, International Typographical Union

WALTER RUTHER, President, CIO and United Automobile, Aircraft and Agricultural Implement Workers of America

ALEX ROSE, President, United Hatters, Cap and Millinery Workers International Union

WILLIAM SCHOENBERG, President, United Cement, Lime and Gypsum Workers International Union

WILLIAM SMITH, General Secretary, American Federation of Hosiery Workers

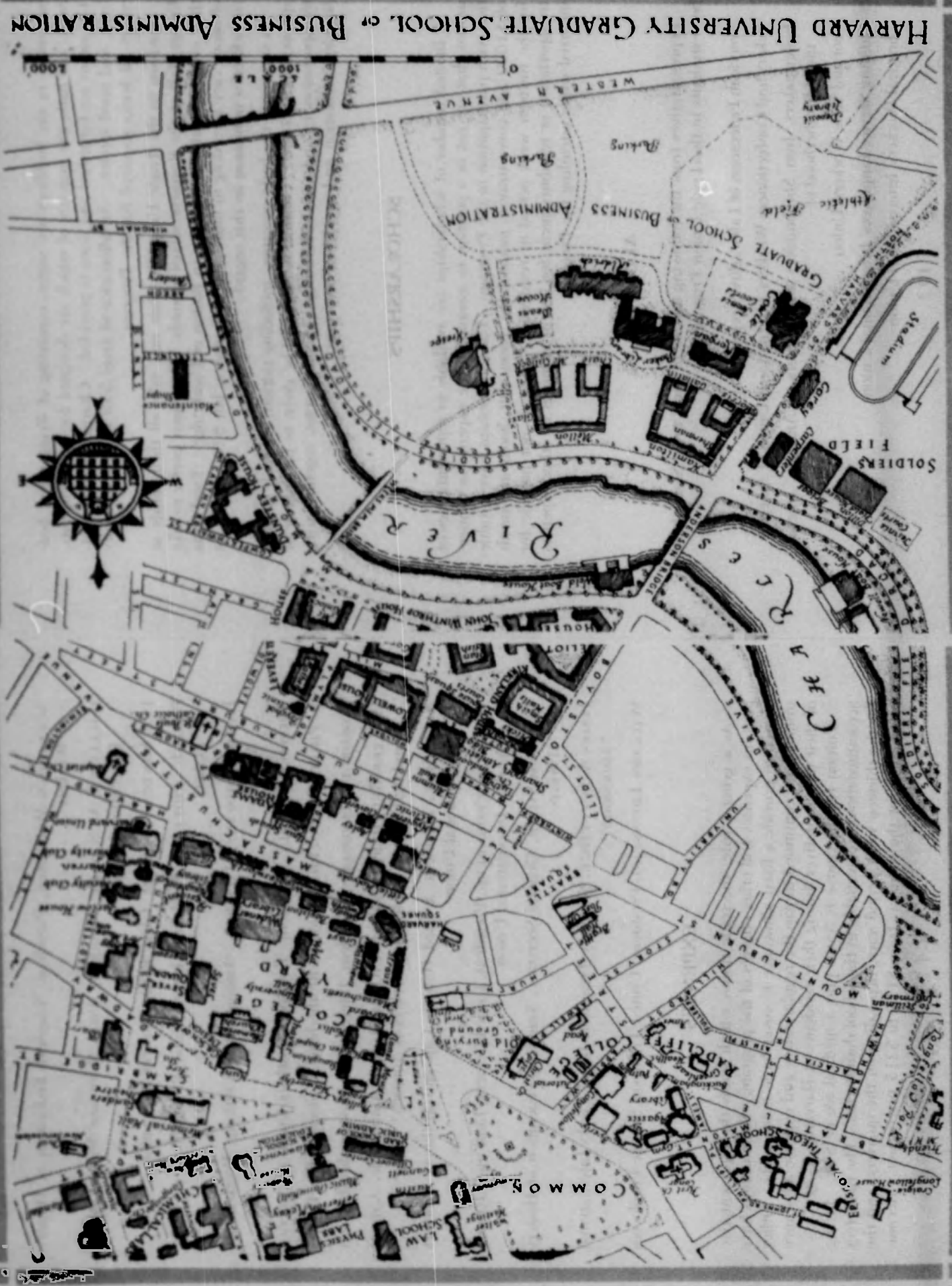
JAMES A. SUFFERIDGE, Secretary-Treasurer, Retail Clerks International Association

WILLARD TOWNSEND, President, United Transport Service Employees

EXPENSES

As a general rule, the trade union which sends the representative pays his expenses and other charges of the program. Some unions have chosen to provide a fixed allowance to cover basic living costs. Other unions have continued to pay the regular salary and expense allowance of their representatives during their residence at Harvard.

Tuition for the course is \$500 plus a medical fee of \$40. Living accommodations are available in the school dormitories. The room fees for the thirteen week period vary, depending on the quarters, and the price range for the rooms is from \$175 to \$215 per person. Accom-



modulations in the buildings are suites, consisting of living room, bedroom, and bath, the majority of which are designed for two occupants. The rooms are furnished and linen is provided. Charges include heat, light, and maid service. An allowance of from \$50 to \$75 normally covers all books required for the Program.

Students in the Trade Union Program may take all their meals at Kresge Hall on the Business School grounds. Some may prefer to take their evening meal at restaurants in Boston or Cambridge. Total costs of meals vary according to individual preferences, but \$200 should be considered a minimum in this regard.

In summary, the basic expenses, including tuition, for each student approximates \$1000. Consideration should be given to the matter of transportation to and from Cambridge, Massachusetts, together with laundry, recreation and incidental expenses.

SCHOLARSHIPS

A limited number of scholarships are available to representatives of unions that are not in a position to assume all the expense in connection with participation in the Program. The scholarships have a value of \$1000 and cover tuition, medical fee, room rent, books and meals for the thirteen week period in residence. They do not provide for transportation or reimbursement for loss of earnings or other expenses incurred while attending the Program.

ALUMNI

Representatives from the following unions in the United States have been students in the Trade Union Program:

American Federation of Labor, direct representatives

Bakery and Confectionery Workers' International Union of America

Boilermakers, Iron Shipbuilders and Helpers of America, International Brotherhood of

Boot and Shoe Workers' Union

Building Service Employees' International Union

Chemical Workers' International Union

Electrical Workers, International Brotherhood of
Electrical Radio and Machine Workers' Union, United Local 201
Envelope Makers Federal Labor Union
Hatters, Cap, and Millinery Workers' Union, United
Heat & Frost Insulators and Asbestos Workers, International Association of
Hosiery Workers, American Federation of
Ladies' Garment Workers' Union, International
Maintenance of Way Employees, Brotherhood of
Meat Cutters and Butcher Workmen of North America, Amalgamated
Molders and Foundry Workers' Union of North America, International
Operating Engineers, International Union of
Painters, Decorators and Paperhangers of America, Brotherhood of
Paper Makers, International Brotherhood of
Post Office Motor Vehicle Employees, National Federation of
Railroad Trainmen, Brotherhood of
Railway and Steamship Clerks, Freight Handlers, Express and Station Employees, Brotherhood of
Retail Clerks' International Association
Rubber, Cork, Linoleum and Plastic Workers of America, United
Sleeping Car Porters, Brotherhood of
Steelworkers of America, United
Street, Electric Railway and Motor Coach Employees, Amalgamated Association of
Textile Workers, United of America
Textile Workers' Union of America
Transport Service Employees of America, United

Through the cooperation of the Technical Assistance and Productivity Division of the Mutual Security Agency the following countries and unions have been represented in the Trade Union Program:

| | |
|----------------------|---|
| AUSTRIA | Building and Wood Workers Union Construction Workers Steel Workers Union of Free Professions White Collar Employees in Private Industry |
| BELGIUM | Metal Workers Union (C.S.C.) |
| DENMARK | News Writers Union |
| FRANCE | Christian Union of Collectors of Indirect Contributions French Christian Workers Federation (C.F.T.C.) Metallurgy Federation (C.F.T.C.) |
| GERMANY | Federation of Trade Unions (D.G.B.) Public Service Employees Textile Workers Federation |
| GREAT BRITAIN | Municipal and General Workers Union National Union of Seamen |
| GREECE | Engineering, Mechanics Union Private Employees Union (G.S.E.E.) |
| IRELAND | Transport and General Workers Union |
| ITALY | Confederazione Italiana Sindacati Lavoratori (C.I.S.L.) Free Trade Union (U.I.L.) Government Clerks (C.I.S.L.) Mine Workers Federation (U.I.L.) |
| NORWAY | Federation of Trade Unions Iron and Metal Workers Union Municipal Workers Union National Union of Chemical Industry Workers News Writers Union Locomotive Engineers Union Transport Workers Union |

NEED TO KNOW Catholic Workers Federation (KAB)
Confederation of Christian National Unions
(CNU)
Federation of Trade Unions (XVV)

In addition, because of the Program's interest in international affairs, overseas Trade Unionists, individually or in teams, visit the school periodically under the auspices of the Mutual Security Agency or the Department of Labor. These visitors meet with the members of the Trade Union Program and often spend several days on the campus.

APPLICATIONS

Applications for the Program may be obtained by addressing a request to Clinton S. Golden, Executive Director, or to Joseph P. O'Donnell, Assistant to the Director, Trade Union Program, Morgan Hall, Harvard University, Soldiers Field, Boston 63, Massachusetts. If additional information concerning the Program, or details for enrollment, should be required, such requests will be given every attention.

Applications filed by unions in the United States should be filed not less than one month before the beginning of the fall and spring programs.

In the case of overseas trade unionists who wish to enroll, applications should be filed at least six weeks in advance in order that adequate preparations may be made.

HARVARD UNIVERSITY
TRADE UNION PROGRAM

CLINTON S. GOLDEN
Executive Director
JOSEPH P. O'DONNELL
Assistant to the Director

SOLDIERS FIELD
BOSTON 61, MASSACHUSETTS

July 1, 1953

Mr. Dave Beck, President
International Brotherhood of Teamsters
100 Indiana Avenue, N.W.
Washington 1, D. C.

Dear Mr. Beck:

The modern trade union or labor organization of the United States today occupies a position of strength and great potential influence in domestic, economic, social, and international affairs. As an important and useful institution, the Union organization is confronted with the natural problem of the responsible and skillful management and administration of its extensive interests.

For the past twelve years Harvard has had two special programs designed to supplement the practical experience of trade union representatives and of management executives. These are known as the Trade Union Program and the Advanced Management Program.

Nearly 3,500 management representatives have been sent by their companies to participate in the Advanced Management Program, while unions have sent 151 to enroll in the Trade Union Program. Both programs require thirteen weeks of residence on the campus of the Harvard Graduate School of Business Administration, and involve intensive study and discussion of subjects of major interest to the members of each group. There is widespread evidence and testimony as to the usefulness of these Programs to the individual participants and the labor or business organizations which they represent.

Several labor organizations have formally endorsed the Trade Union Program and established continuing scholarships that enable carefully selected representatives to enroll regularly. Experience has indicated the value of making it possible for responsible officers and staff members to leave their work assignments and spend a thirteen-week period in an atmosphere of friendly association.

If you wish further information about the Harvard Trade Union Program, please feel free to communicate with us.

Sincerely,

Clinton S. Golden
Clinton S. Golden
Executive Director

HARVARD UNIVERSITY
TRADE UNION PROGRAM

ADMINISTRATIVE FILE

Harvard University
X

CLINTON S. GOLDEN
Executive Director
JOSEPH P. O'DONNELL
Assistant to the Director

SOLDIERS FIELD
BOSTON 63, MASSACHUSETTS
June 1, 1953

Mr. David Beck, President
222 East Michigan Street
Indianapolis 4, Indiana

Dear Sir and Brother:

We are pleased to enclose information concerning the Fourteenth (September 16 to December 11, 1953), and Fifteenth (February 24 to May 21, 1954) Sessions of the Harvard Trade Union Program. This is a special thirteen-week course of training designed to equip trade union representatives for responsible, constructive, and effective service to their organizations.

Since the Program began in 1942, a hundred and fifty-one representatives of American and overseas free trade unions have participated. In this group thirty American unions and eleven foreign countries have been represented.

In the enclosed Bulletin you will find general information of interest regarding the Program. If you desire additional information, we should be pleased to hear from you.

Hoping that your Organization will find it possible to recommend representatives for enrollment in the Program, I remain,

Sincerely and fraternally,

Clinton S. Golden
Executive Director